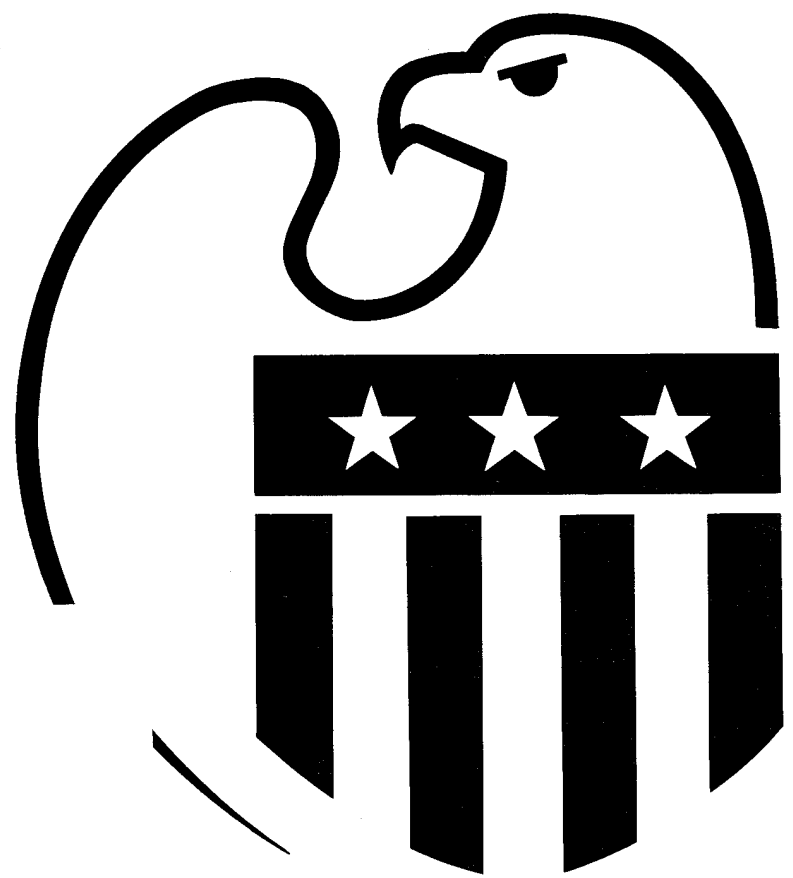


**Celebrating 25 Years of Total Force**

# **RESERVE COMPONENT PROGRAMS**

**March 1996**

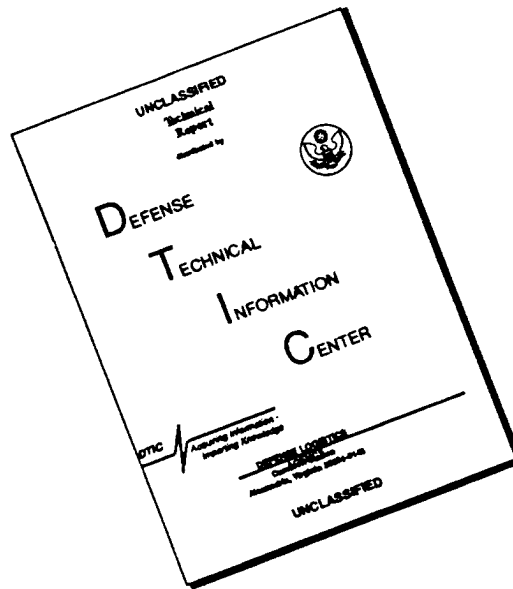


**DEFENSE INFORMATION**  
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**Fiscal Year 1995 Report of the Reserve Forces Policy Board**

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**“Our nation has obligations to all those who wear our uniform, ensuring that our military remains the strongest in the world, leaving no stone unturned in . . . supporting our citizen soldiers—the Guard and the Reserves—whom we call on increasingly to serve overseas . . .”**

**Bill Clinton**  
**President of the United States**

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THE SECRETARY OF DEFENSE  
WASHINGTON, DC 20301-1000

17 APR 1996

MEMORANDUM FOR THE PRESIDENT

SUBJECT: Annual Report of the Reserve Forces Policy Board for Fiscal Year 1995

The Reserve Forces Policy Board Annual Report for Fiscal Year 1995 is provided to you in compliance with Title 10, United States Code, Section 113(c)(3).

In this report, the Board has reviewed the progress that has been made by the Department in improving the accessibility and readiness of the Reserve components, and has identified areas where, in the Board's judgment, further improvements are required to make the Reserve components more effective members of the Total Force. The report also describes the changes the Reserve components are making to support two major regional conflicts, peacekeeping contingencies, and military operations other than war.

The report represents the collective views of the members of the Board, and not the official policy positions of this Department or any other Department or Agency of the United States Government.

I value the contributions of the Board toward our efforts to ensure that the Reserve components are totally integrated as part of the Total Force.

*William J. Perry*

Attachment:  
As Stated





THE SECRETARY OF DEFENSE  
WASHINGTON, DC 20301-1000

17 APR 1996

Honorable Albert Gore, Jr.  
President of the Senate  
Washington, DC 20510

Dear Mr. President:

The Reserve Forces Policy Board Annual Report for Fiscal Year 1995 is provided to you in compliance with Title 10, United States Code, Section 113(c)(3).

In this report, the Board has reviewed the progress that has been made by the Department in improving the accessibility and readiness of the Reserve components, and has identified areas where, in the Board's judgment, further improvements are required to make the Reserve components more effective members of the Total Force. The report also describes the changes the Reserve components are making to support two major regional conflicts, peacekeeping contingencies, and military operations other than war.

The report represents the collective views of the members of the Board, and not the official policy positions of this Department or any other Department or Agency of the United States Government.

I value the contributions of the Board toward our efforts to ensure that the Reserve components are totally integrated as part of the Total Force.

Sincerely,

A handwritten signature in cursive script, reading "William J. Perry", is positioned below the word "Sincerely,".

Enclosure:  
As Stated



THE SECRETARY OF DEFENSE  
WASHINGTON, DC 20301-1000

17 APR 1996

Honorable Newt Gingrich  
Speaker of the House  
of Representatives  
Washington, DC 20515

Dear Mr. Speaker:

The Reserve Forces Policy Board Annual Report for Fiscal Year 1995 is provided to you in compliance with Title 10, United States Code, Section 113(c)(3).

In this report, the Board has reviewed the progress that has been made by the Department in improving the accessibility and readiness of the Reserve components, and has identified areas where, in the Board's judgment, further improvements are required to make the Reserve components more effective members of the Total Force. The report also describes the changes the Reserve components are making to support two major regional conflicts, peacekeeping contingencies, and military operations other than war.

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I value the contributions of the Board toward our efforts to ensure that the Reserve components are totally integrated as part of the Total Force.

Sincerely,

A handwritten signature in cursive script, reading "William J. Perry", is positioned below the word "Sincerely,".

Enclosure:  
As Stated

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This report represents the Reserve Forces Policy Board's independent review of Reserve component issues and provides a consensus evaluation of Reserve component programs. It includes the collective views of the Board members and does not necessarily reflect the official policy position of the Department of Defense or any other department or agency of the United States Government.

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# **Reserve Component Programs**

## **Fiscal Year 1995**

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### **The Annual Report of the Reserve Forces Policy Board**

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Office of the Secretary of Defense  
Washington, DC 20301-7300

March 1996

19960723 018



*Board members and staff visit to U.S. Atlantic Command, Norfolk, Virginia, December 1995.*

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The Reserve Forces Policy Board  
Fiscal Year 1995  
Annual Report  
is dedicated to

Senator Sam Nunn  
and  
Representative G. V. "Sonny" Montgomery

*The Reserve Forces Policy Board recognizes and applauds their exemplary and resolute efforts to provide for our nation's defense. Trusted for their even-handed approach and viewed with affectionate confidence by America's uniformed personnel, Senator Nunn and Representative Montgomery stand out as vigorous defenders of the people's ability to prevent and win wars, if necessary.*

*Yet, we dedicate this report with some sense of concern and caution. The departure of these two stalwarts reminds us that military experience is diminishing in our Congress. This presents a unique challenge to those members of Congress who have served in uniform to share their knowledge and experiences with their comrades. The Board is equally willing to meet this challenge by acting as a resource to examine positions and explore new ideas. It is our common goal to ensure that the importance of a strong national defense is clearly accepted and the vital role of the National Guard and Reserve Forces understood.*

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## Reserve Forces Policy Board Members

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**MR. TERRENCE M. O'CONNELL**  
**CHAIRMAN**

Chief Operating Officer of Davis O'Connell, Incorporated, Washington, DC. Senior Advisor, National Guard Association of the United States; Political Consultant 1975-1976; Political Director and Assistant to the Executive Director of the Democratic National Committee, 1972-1975. Appointed Chairman, Reserve Forces Policy Board, November 1, 1994.



**MAJOR GENERAL SHIRLEY M. CARPENTER**  
**UNITED STATES AIR FORCE**

Military Executive, Reserve Forces Policy Board. Mobilization Assistant to the Commander, Air Mobility Command, 1989-1995; Deputy to the Chief of Air Force Reserve, 1985-1989; Reserve Advisor to the Commander in Chief, Military Airlift Command, 1982-1985; Vice Wing Commander, 514th Military Airlift Wing, 1980-1981; Commander, 702d Military Airlift Squadron, 1979-1980. Assigned to Board March 3, 1995.



**LIEUTENANT GENERAL WALTER KROSS**  
**UNITED STATES AIR FORCE**

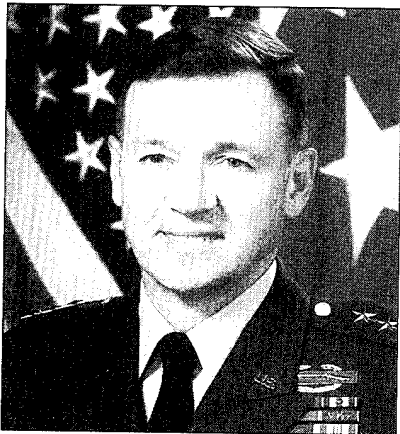
Director, Joint Staff, Washington, DC. Assigned to Board July 25, 1994



**HONORABLE SARA E. LISTER**

Assistant Secretary of the Army (Manpower and Reserve Affairs), Washington, DC. Assigned to Board April 20, 1994.

*Sara E. Lister*



**LIEUTENANT GENERAL PAUL E. BLACKWELL  
UNITED STATES ARMY**

Deputy Chief of Staff for Operations and Plans, Washington, DC. Assigned to Board August 1, 1994.

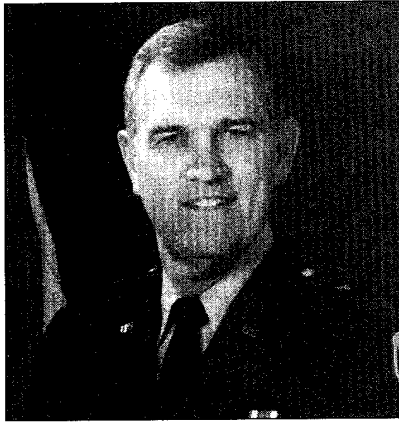
*Paul E. Blackwell*



**MAJOR GENERAL RICHARD C. ALEXANDER  
ARMY NATIONAL GUARD OF THE UNITED STATES**

The Adjutant General for the State of Ohio, Columbus, Ohio. Assigned to Board August 1, 1993.

*Richard C. Alexander*



**MAJOR GENERAL RONALD O. HARRISON**  
**ARMY NATIONAL GUARD OF THE UNITED STATES**

The Adjutant General for the State of Florida, St. Augustine, Florida. Assigned to Board October 1, 1993.

*Ronald O Harrison*



**MAJOR GENERAL THOMAS J. PLEWES**  
**UNITED STATES ARMY RESERVE**

Commanding General, 310th Theater Army Area Command, Fort Belvoir, Virginia.  
Associate Commissioner, U.S. Bureau of Labor Statistics, Washington, DC.  
Assigned to Board June 1, 1994.

*Th-J Plewes*



**MAJOR GENERAL GEORGE J. STEINER**  
**UNITED STATES ARMY RESERVE**

Commanding General, U.S. Army 88th Regional Support Command, Fort Snelling, Minnesota. Assigned to Board March 1, 1995.

*George J Steiner*

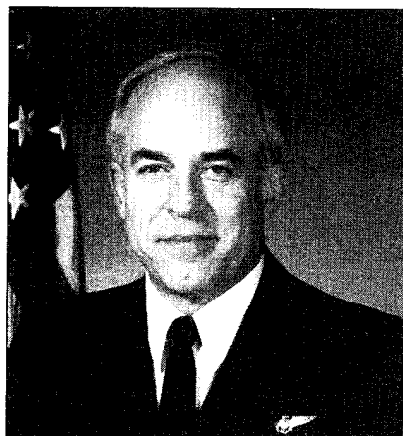




## **HONORABLE BERNARD ROSTKER**

Assistant Secretary of the Navy (Manpower and Reserve Affairs),  
Washington, DC. Assigned to Board October 17, 1994.

A handwritten signature in cursive script, reading "Bernard Rostker".



## **REAR ADMIRAL JOHN J. MAZACH UNITED STATES NAVY**

Director, Strategy and Policy Division, Department of the Navy, Washington, DC.  
Assigned to Board September 22, 1994.

A handwritten signature in cursive script, reading "J. Mazach".



## **REAR ADMIRAL GRANT T. HOLLETT, JR. UNITED STATES NAVAL RESERVE**

Assistant Deputy Commander, Navy Logistics, Chief Naval Operations, Washington,  
DC. President, Cherry Electrical Products, Waukegee, Illinois. Assigned to Board  
August 1, 1993.

A handwritten signature in cursive script, reading "G. Hollett, Jr.".



**REAR ADMIRAL JAMES P. SCHEAR  
UNITED STATES NAVAL RESERVE**

Director for Plans, Commander in Chief, U.S. Atlantic Fleet, Norfolk, Virginia. Captain, USAir. Assigned to Board July 1, 1995.



**BRIGADIER GENERAL RONALD G. RICHARD  
UNITED STATES MARINE CORPS**

Assistant Deputy Chief of Staff for Manpower and Reserve Affairs for Reserve Affairs, Headquarters, United States Marine Corps, Washington, DC. Assigned to Board June 16, 1995.



**MAJOR GENERAL JOHN T. COYNE  
UNITED STATES MARINE CORPS RESERVE**

Assistant Deputy Chief of Staff, Manpower and Reserve Affairs, Headquarters, United States Marine Corps, Washington, DC. Assigned to Board October 1, 1992.



**MAJOR GENERAL ALBERT C. HARVEY**  
**UNITED STATES MARINE CORPS RESERVE**

Deputy J-3, for Operations, United States Atlantic Command, Norfolk, Virginia. Attorney for Thomason, Hendrix, Harvey, Johnson, and Mitchell Law Firm, Memphis, Tennessee. Assigned to Board July 24, 1995.

*Albert C. Harvey*



**MAJOR GENERAL LARRY S. TAYLOR**  
**UNITED STATES MARINE CORPS RESERVE**

Commanding General, 4th Marine Aircraft Wing, New Orleans, Louisiana. Captain, Northwest Airlines. Assigned to Board October 1, 1992.

*L S Taylor*



**HONORABLE RODNEY A. COLEMAN**

Assistant Secretary of the Air Force (Manpower, Reserve Affairs, Installations and Environment), Washington, DC. Assigned to Board April 14, 1994.

*Rodney A. Coleman*



**BRIGADIER GENERAL ANDREW J. PELAK, JR.**  
**UNITED STATES AIR FORCE**

Director, Military Personnel Policy, Office of the Deputy Chief of Staff, Personnel, Department of the Air Force, Washington, DC. Assigned to Board February 9, 1994.

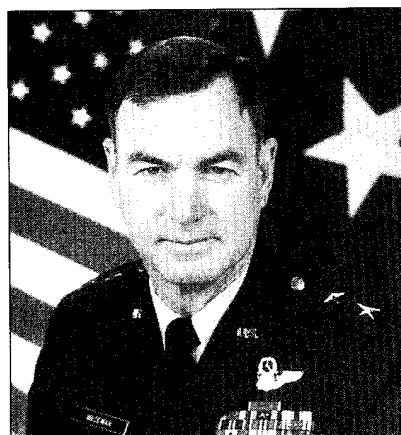
*Andrew J. Pelak, Jr.*



**MAJOR GENERAL RUSSELL C. DAVIS**  
**AIR NATIONAL GUARD OF THE UNITED STATES**

Commanding General, District of Columbia National Guard, Washington, DC. Assigned to Board April 1, 1993.

*Russell C. Davis*



**MAJOR GENERAL TANDY K. BOZEMAN**  
**AIR NATIONAL GUARD OF THE UNITED STATES**

The Adjutant General for the State of California, Sacramento, California. Assigned to Board September 1, 1995.

*Tandy K. Bozeman*



**MAJOR GENERAL JERALD D. SLACK**  
**AIR NATIONAL GUARD OF THE UNITED STATES**

The Adjutant General for the State of Wisconsin, Madison, Wisconsin. Assigned to Board June 1, 1994.

*Jerald D. Slack*



**MAJOR GENERAL JOHN M. MILLER**  
**UNITED STATES AIR FORCE RESERVE**

Mobilization Assistant to the Commander, Air Mobility Command, Scott AFB, Illinois. Corporate Pilot, Ford Motor Company, Detroit, Michigan. Assigned to Board September 1, 1995.

*John M. Miller*



**MAJOR GENERAL DAVID R. SMITH**  
**UNITED STATES AIR FORCE RESERVE**

Commander, 10th Air Force, Bergstrom AFB, Texas. Assigned to Board June 1, 1994.

*D. R. Smith*



**REAR ADMIRAL RICHARD M. LARRABEE  
UNITED STATES COAST GUARD**

Chief, Office of Readiness and Reserve, United States Coast Guard, Washington, DC.  
Assigned to Board October 10, 1994.

A handwritten signature in dark ink, appearing to read "R. M. Larrabee".



**REAR ADMIRAL ROBERT E. SLONCEN  
UNITED STATES COAST GUARD RESERVE**

Senior Reserve Officer Coast Guard Pacific Area, Yuma, Arizona. Administrator for  
Hyder School, District Dateland, Arizona. Assigned to Board May 31, 1994.

A handwritten signature in dark ink, appearing to read "Robert E. Sloncen".

## *Representatives of Service Assistant Secretaries*

---



### **MR. ARCHIE D. BARRETT**

Principal Deputy Assistant Secretary of the Army (Manpower and Reserve Affairs), Washington, DC.

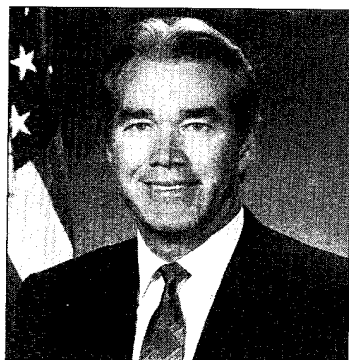
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### **MR. TODD WEILER**

Deputy Assistant Secretary of the Army (Reserve Affairs, Training, and Mobilization), Washington, DC.

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### **MR. WADE R. SANDERS**

Deputy Assistant Secretary of the Navy (Reserve Affairs), Washington, DC.

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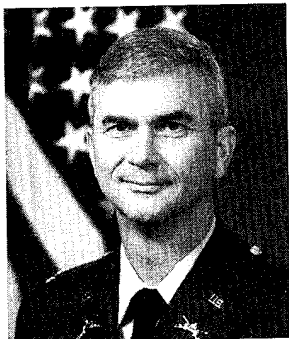


### **MR. BRYAN E. SHARRATT**

Deputy Assistant Secretary of the Air Force (Reserve Affairs), Washington, DC.

## ***Staff***

### **Senior Policy Advisor**



Colonel Carl R. Henderson  
Army National Guard  
of the United States

### **Senior Policy Advisor**



Colonel Margaret N. Novack  
U.S. Army Reserve

### **Senior Policy Advisor**



Captain Craig E. Howerter  
U.S. Naval Reserve

### **Senior Policy Advisor**



Colonel Charles A. Anderson  
U.S. Marine Corps Reserve

### **Senior Policy Advisor**



Colonel Frank C. Khare  
Air National Guard  
of the United States

### **Senior Policy Advisor**



Colonel Alec K. Sawyer  
U.S. Air Force Reserve

### **Military Assistant**



Master Sergeant Larry R. Adams  
U.S. Marine Corps Reserve

### **Executive Assistant**



Mrs. Brenda F. Brittain

### **Staff Secretary**



Mrs. Meloni A. Mockerman



|   |                           |   |   |   |   |   |  |
|---|---------------------------|---|---|---|---|---|--|
| C<br>I<br>V<br>I<br>L<br>I<br>A<br>N                  | CHAIRMAN                  | ASSISTANT SECRETARY<br>OF THE ARMY<br><br>(Manpower and Reserve<br>Affairs) | ASSISTANT SECRETARY<br>OF THE NAVY<br><br>(Manpower and Reserve<br>Affairs) | ASSISTANT SECRETARY<br>OF THE AIR FORCE<br><br>(Manpower and Reserve<br>Affairs, Installations, and<br>Environment) |   |   |  |
|   | Mr. Terrence<br>O'Connell | Hon. Sara Lister  | Hon. Bernard Rostker  | Hon. Rodney Coleman   |   |   |  |
| A<br>C<br>T<br>I<br>V<br>E                            | Director,<br>Joint Staff  | Deputy Chief of Staff for<br>Operations and Plans                           | Dir, Strat<br>and Policy<br>Division  | Asst Dep Ch<br>Staff,<br>Manpower<br>and Reserve<br>Affairs   | Director of Military<br>Personnel Policy,<br>Office of Deputy Chief<br>of Staff for Personnel | Chief, Office of<br>Readiness and Reserve           |  |
|   | Lt Gen Kross              | LTG Blackwell   | RADM<br>Mazach  | BGen<br>Richard   | Brig Gen Pelak  | RADM Larrabee                                       |  |
| MILITARY EXECUTIVE<br>Maj Gen Shlrley Carpenter, USAF |                           |   |   |   |   |   |  |
| R<br>E<br>S<br>E<br>R<br>V<br>E                       | MG<br>Alexander<br>TAG-OH | MG<br>Plewes<br>CG 310th<br>TAAC  | RADM<br>Hollett<br>Asst Dep<br>Cdr, JTF<br>Atlantic                         | MajGen<br>Harvey<br>ADCS<br>M&RA  | Maj Gen<br>Davis<br>CG D.C.<br>National<br>Guard  | Maj Gen<br>Miller<br>MA to Cdr, Air<br>Mobility Cmd | RADM Sloncen<br>Senior Reserve Officer<br>Senior Reserve Officer<br>Pacific Area |
|   | MG<br>Harrison<br>TAG-FL  | MG<br>Steiner<br>CG 88th<br>RSC   | RADM<br>Schear<br>Cdr,<br>REDCOM 4  | MajGen<br>Taylor<br>CG 4th<br>MAW   | Maj Gen<br>Slack<br>TAG-WI  | Maj Gen<br>Smith<br>Cdr, 10th AF<br>AFRES           |  |
| ARNG  |                           | USAR  | USNR  | USMCR   | ANG   | USAFR   | USCGR  |

## Former Members and Staff

The following Reserve Forces Policy Board members and staff participated with the Board during the past year:

- Captain Mileva M. Hartman, USNR
- Colonel Joseph J. Kloczek, USMCR
- Colonel Richard P. Morton, ARNG
- Major General William A. Navas, Jr., USA
- Major General Paul G. Rehkamp, USAR
- Rear Admiral Jimmie W. Seeley, USNR
- Major General Jerry E. White, USAFR
- Major General Thomas L. Wilkerson, USMC

## Liaison Officers

The following individuals served as liaison officers to the Board or points-of-contact in preparation of the Board's annual report:

- Major Kathy Campbell, USAFR,  
Office of the Chief, Air Force Reserve
- Colonel Ray Carter, USAR,  
Office of the Assistant Secretary of Defense for  
Special Operations and Low Intensity Conflict
- Lt Col Mark Chmar, USAF,  
National Guard Bureau
- Colonel Garfield Fricke, ANGUS,  
Headquarters, U.S. Air Force
- LTC John Jacobs, USA,  
Office of the Under Secretary of Defense  
for Personnel and Readiness

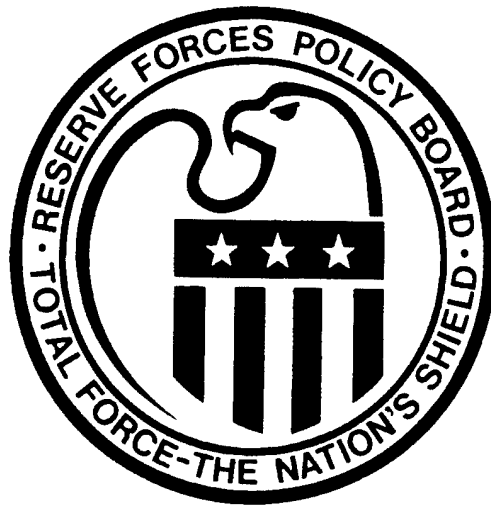
- Lt Col Robert Jarecke, ANGUS,  
The Joint Staff (J-5/WTC)
- Lieutenant Commander Karen Jeffries, USN,  
Office of the Assistant Secretary of Defense  
for Public Affairs
- Mr. Dan Kohner,  
Office of the Assistant Secretary of Defense  
for Reserve Affairs
- Lieutenant Colonel Micki Krause, USMC,  
Office of the Assistant Secretary of Defense  
for Legislative Affairs
- Major Tom Mangan, USA,  
Headquarters, Department of the Army
- Major Paulette Mittelstedt, USAR,  
Office of the Chief, Army Reserve
- Commander Gus Orologas, USNR,  
Office of the Director, Naval Reserve
- Senior Master Sergeant Gail Paich, USAFR,  
Office of the Chief, Air Force Reserve
- Major Paul Pratt, USMCR,  
Headquarters, United States Marine Corps
- Lieutenant Commander Dale Rausch, USCGR,  
Headquarters, U.S. Coast Guard
- Colonel George Rhymes, USAF,  
Headquarters, U.S. Air Force
- Senior Chief Art Rivers, USN,  
Office of the Secretary of the Navy
- Colonel Dana Robertson, USA,  
Office of the Under Secretary of Defense for  
Policy
- Lieutenant Colonel Stephen Scanlon, USAR,  
Office of the Assistant Secretary of Defense  
for Health Affairs

- Lieutenant Colonel Caryl Tallon, USA,  
National Committee for Employer Support  
of the Guard and Reserve
- Ms. Faye Tavernier,  
Office of the Under Secretary of Defense  
Comptroller

### **Contingency Support Staff**

The Board is also supported by individuals from various Reserve components who provide administrative support for Board quarterly meetings, assist in the preparation of the annual report, and assist on special projects. Those who served the Board as Contingency Support Staff during Fiscal Year 1995 are listed below:

- Major Lisa Anderson, USAFR
- Major Kasse A. Andrews-Weller, USAFR
- Staff Sergeant Constance Banks, USAFR
- Sergeant Irene Boyle, VA ARNG
- Staff Sergeant David B. Epperson, II, USAR
- Master Sergeant Janice I. Filburn, USAFR
- Lt Col (Col-Select) Juliette Finkenauer, USAFR
- Specialist Rodney K. Hunt, MD ARNG
- Master Sergeant Lane Jones, USAFR
- Captain Susan Lucas, USAFR
- Sergeant First Class Laura A. McLane, MI ARNG
- Sergeant First Class Albert P. Paglia, USAR
- Staff Sergeant Cyndi Roseberry, MD ANG
- Mr. Floyd E. Whetzel, Jr., Advanced Systems  
Development, Inc.
- Colonel Ernest R. Zuick, Jr., CA ANG



The logo of the Reserve Forces Policy Board represents the Total Force as the shield for the nation. The United States is identified by its national symbol, the eagle. The blue field (see front cover) represents the Military Departments of the Army, Navy, and Air Force. The Marine Corps is a part of the Department of the Navy. The Coast Guard may become a part of that Department in time of war. Integrated in that field are three stars depicting the Active component, National Guard, and Reserve. The seven vertical stripes of the shield stand for the seven Reserve components: Army National Guard, Army Reserve, Naval Reserve, Marine Corps Reserve, Air National Guard, Air Force Reserve, and Coast Guard Reserve.

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The Annual Report of the Reserve Forces Policy Board is a reflection of the consensus of the 24-member Board. Although most recommendations and proposed policy changes have unanimous support, this report does not purport that the Board members, the Military Services, nor the Department of Defense concur with every recommended action or position.

The Annual Report contains the Board's independent review of Reserve component issues and a consensus evaluation of Reserve component programs. The report includes the collective views of the Board members and covers the period of October 1, 1994 through September 30, 1995.

# *Executive Summary*

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## **Introduction**

During Fiscal Year 1995, the Active and Reserve components focused on further integration into the joint environment. The issue of accessibility and availability of Reserve component forces should diminish considerably in view of the recent use of the Presidential Selected Reserve Call-up authority for operations in Haiti and Bosnia. The President exhibited a high degree of confidence and acknowledged a need for the Guard and Reserve by executing the Presidential Selected Reserve Call-up authority.

After 25 years of Total Force evolution, the integration of the Reserve components into the planning process of the Active components has virtually become an accepted part of military culture. In the past, the Guard and Reserve were viewed by the Military Services as "assisting" the Active components. Today, they "permit" the Military Services and Commanders in Chief to accomplish their missions. This positive attitude toward and demonstrated need for the Reserve components will further enhance the Total Force evolution well into the 21st Century.

The Reserve components are active participants in facing the wide spectrum of new challenges to national security. They must be capable, accessible, affordable, and relevant. The Reserve components unquestionably demonstrated these four imperatives as evidenced by their involvement in such overseas locations as Somalia, Rwanda, Sinai, Panama, Haiti, and Bosnia. Additionally, numerous domestic crises were supported with Guard and Reserve resources. Reserve units and individual programs adequately funded, trained, and equipped offer the American taxpayer "compensating leverage." Compensating leverage is a new strategic partnership which provides mission ready and accessible forces to

help defend Americans at home and abroad, not only during war but also during peacetime—an affordable "bang for the buck." In the event of a second Bottom-Up Review (BUR), the methodology used to compute the affordability of the Reserve components must be carefully considered. Relevancy of the Reserve components is directly related to their efficient integration and effective utilization in support of the National Security Strategy.

Greater flexibility for the Reserve components is paramount to assure maximum participation and successful mission accomplishment, while maintaining a viable connection with America's society. The use of Reserve component resources generally requires the Active components to assign the mission and dictate the methodology used in accomplishing the mission. The Reserve components must be brought early into the planning process and viewed as a "trusted" partner. Reserve component commanders need a wide range of parameters to make the most effective use of their resources, particularly volunteers. Reserve component members are "citizen-soldiers" who have their own operating tempo (OPTEMPO) conditions, such as civilian employment and family matters that must be balanced.

The Commission on Roles and Missions (CORM) Report made several recommendations that significantly impact the Military Services and Reserve components regarding integration, jointness, and increased participation in peacetime operations and military operations other than war (MOOTW). If adopted, the CORM Report recommendations will have a major impact on the use of the Reserve components.

In February 1995, the Secretary of Defense initiated a pilot program to use Reserve component units to provide relief from personnel and operating tempo for the Active components. The Assistant Secretary of Defense

for Reserve Affairs issued implementing guidance to the Reserve components in May 1995. The Guard and Reserve communities supported the program and accomplished numerous missions with "out-of-hide" funds. For Fiscal Year 1996, DoD provided \$25 million to be used as "matching funds" with programmed funds committed by the Services and Unified commanders.

Several Department of Defense legislative actions designed to improve the quality of life environment for members, families, and employers have been initiated. At a time when Guard and Reserve soldiers, Sailors, Marines, and airmen are being asked to do more and work alongside their active duty counterparts virtually every day, it is imperative that necessary protection, compensation, and benefits exist. The Department of Defense has proposed legislative changes that will provide dental coverage for Reservists, income insurance protection for mobilized Reservists, tax incentives for employers of Reservists, and medical coverage during tours of less than 31 days. Certainly readiness of the force improves when quality of life programs are enhanced.

### **Composition and Force Structure**

The entire spectrum of the Reserve Force, including the Retired Reserve, is shrinking. The composition of the Reserve components was re-sized during the fiscal year. The end of the Cold War necessitated a smaller military force and the Reserve components were similarly affected. Many of the Guard and Reserve units that supported Cold War mobilization are no longer needed. The end result of this process is a diminished pool of trained, mission-ready Reservists expected to meet the uncertainties of the post-Cold War world.

Actions by the 1995 Base Realignment and Closure Commission (BRAC) have further increased competition for fewer Reserve billets. Personnel uncertainties continue to be a major issue within the Reserve components. Reserve units are often faced with the challenge of

changing geographical locations and converting to new missions. In meeting these challenges, readiness impacts, although minimal in Fiscal Year 1995, have required a concerted effort on the part of the Reserve components. Budget reductions that accompany a smaller force still manage to provide adequate resources to support increasingly sophisticated training and readiness requirements. The Reserve components do continue to meet the challenges of the post-Cold War national security environment.

### **Missions and Military Operations Other Than War**

One of former Secretary of Defense Les Aspin's first acts was to perform a Bottom-Up Review of the national security policy and military forces needed to support a new world order. A military force to meet two nearly simultaneous major regional conflicts (MRC) became the force baseline for the leadership role of the United States. The continually evolving two MRC philosophy is the basis for most of the Reserve component force structure.

In accordance with subtitle E, Title IX of the *National Defense Authorization Act for Fiscal Year 1994*, the Commission on Roles and Missions (CORM) took an in-depth look at the roles and missions of the Armed Forces. The CORM Report recognized that the Department of Defense must do more to ensure it is able to conduct an effective, unified military operation. The traditional approach to roles and missions as described in the Key West Agreement of 1948 is no longer appropriate.

Several major themes emerged from the CORM Report as essential elements for continued growth and development for the Reserve components' contribution to the National Military Strategy. Efficient integration and effective utilization of the Reserve components are essential as the force draws down. If adopted, the CORM Report will move the Reserve components more in line with the intent of the

*Goldwater-Nichols Defense Reorganization Act of 1986.* The Reserve components must look beyond their specific Military Service and focus more on joint operations. Jointness must be a Total Force effort. The Reserve components can do more in the area of peacetime operations and MOOTW with better preplanning and with the Active and Reserve components working together to clearly understand each other's capabilities. It is essential to maintain a proper balance between the Reservist's commitment to military service, civilian employment, and family.

Reserve components are involved on a daily basis in operational missions in direct support of the National Military Strategy. Mission conversions in the future will provide Reserve components new equipment such as the E-3 Sentry aircraft and the Airborne Warning and Control System. New missions are being integrated into all Services as the Active components draw down. Efficient use of personnel will enhance Reserve participation and increase the synergistic effect of the Total Force.

## Personnel

The Selected Reserve end strength authorizations established by the *National Defense Authorization Act for Fiscal Year 1995* declined. All Reserve components fell short of their authorized end strength; however, full-time support remained stable relative to authorized end strength.

Recruiting and retention were significant challenges for the Reserve components. There was a decline in Reserve component accessions from the Active component. This decline was attributed primarily to a smaller pool of personnel available in the Active component due to the drawdown. Turbulence in the force associated with downsizing and restructuring of existing units was seen as a significant contributor to the decline in retention rates. Of particular concern was the significant shortfall of medical personnel in the Reserve components.

Many Reserve components effected new initiatives to improve their professional military education programs (PME) during the fiscal year. Additionally, the Office of the Assistant Secretary of Defense for Reserve Affairs continued to study PME, focusing on joint officer education.

A lack of funding impeded development and implementation of new personnel management information systems. However, the Reserve components continued to upgrade their current systems with existing resources.

Women continue to play important roles in each Reserve component. Women made up a larger percentage of the force in Fiscal Year 1995 than in Fiscal Year 1994, while the percentage of assigned minorities declined.

Sexual harassment complaints received high level attention by the Reserve components because of more stringent programs developed to deal with that very sensitive subject. Stringent programs are in effect within the Reserve components to aggressively deal with sexual harassment.

## Training and Readiness

Reliance on the Reserve components is not coincidental. They are a cost-effective resource to the President, Secretary of Defense, and Combatant commanders. The experience and skills gained while on active duty are not lost when the member affiliates with a Reserve component. Consequently, processes must exist to ensure well-trained, highly-skilled personnel stay in the military, whether it is in the Active or Reserve components.

Most missions are suited for large-scale Reserve component participation. Part of the reason is the superb civilian career skills Reservists bring with them. That allows them to excel in their military occupation. Missions are highly suited to the use of the Reserve components when there is a direct correlation

between civilian skills and military requirements.

The continual commitment to Reserve component training, readiness, and resourcing is critical to a cost-effective defense. Distance learning and other training delivery systems reduce costs while maintaining readiness. Training delivery systems maximize the benefits of training funds and time. With larger amounts of the Reserve component's training funds supporting actual Active component missions, there is greater reliance on training devices, simulators, computer technology, and joint exercise participation.

Execution of BRAC decisions must continue to receive Reserve component input before the final action impacts Total Force readiness. Other readiness challenges such as supporting and retaining a credible and capable force, recruiting, and training must receive considerable attention.

To maximize and maintain force structure and combat capabilities at a time when austere funding exists, the Reserve components must continue to be fully utilized. Reserve component training funds must be used to the maximum extent in support of meeting operations, particularly peace operations. It is essential for the Active components to recognize the significant readiness capabilities of the Guard and Reserve and totally integrate them in all phases of force employment.

## **Equipment**

The Department of Defense's equipment goal is to ensure Reserve component units are manned, trained, and equipped to support the National Military Strategy and to respond to two nearly simultaneous major regional conflicts and peacetime engagements. The goal seeks to provide Reserve component units with modern, compatible equipment to enable Guard and Reserve units to do their job alongside their Active component counterparts and coalition partners. The DoD equipping strategy for the

Reserve components is based on identifying all their equipment requirements, using smart business practices to solve equipment shortfalls, and procuring new equipment to meet residual shortfalls.

In keeping with the philosophy of "first to fight, first to equip" regardless of component, progress has been made over the past 25 years to improve Reserve component equipment readiness. Due to fiscal constraints, some compatibility shortfalls and essential support equipment shortages still exist. DoD and the Services are doing everything possible to find innovative ways to close this gap through redistribution and new procurement. The National Guard and Reserve Equipment Appropriation (NGREA) is used to purchase equipment specifically for the Reserve components. Additionally, NGREA is used to buy miscellaneous equipment which targets readiness equipment shortfalls as well as congressionally-directed aircraft procurement.

The new and modern equipment provided to the Reserve components enhances unit readiness and availability, reduces cost for repair and parts stockage for older, non-supportable equipment, and allows Reserve component personnel to train with and maintain equipment comparable to Active component units. Active and Reserve components training, sustainability, and readiness are adversely affected by unfunded depot maintenance.

The National Military Strategy places greater reliance on the Reserve components in the two MRC scenario and peacetime deployments. As reliance on the Guard and Reserve increases, the Department of Defense must provide sufficient resources to fund Reserve component equipment modernization and repair. The Assistant Secretary of Defense for Reserve Affairs has established a senior level Equipment Working Group to develop solutions to Reserve component equipment readiness issues and to enhance communication among the various agencies concerned with Guard and Reserve equipment readiness.

## **Facilities**

Members of the Reserve components work and train at major training installations, joint Reserve bases, airfields, armories, and Reserve centers located in over 4,600 communities across the nation and in U.S. possessions. The Reserve components manage more than 36,000 facilities used for storage and maintenance of equipment, administration, training, and mobilization of the Reserve components. Downsizing, mission changes, and the assignment of new missions directly affect Reserve component facilities requirements. Inadequate facilities can adversely impact unit readiness.

Joint use of Reserve bases and facilities is economical and efficient. The Reserve components and Office of the Secretary of Defense foster joint facility use through the Joint Service Reserve Component Facility Board in each state. These boards evaluate every proposed military construction project to ensure joint use is considered. Joint Reserve bases, enclaves, and installations are "springing up" around the country because of the benefits derived from joint use. The success of this emphasis is evidenced by more than 850 joint use facilities currently being utilized by Reserve components. The main obstacle in joint construction is aligning program years among Reserve components to insure component funds reach the budget in the same year.

Reserve component military construction appropriations since 1988 have substantially exceeded the President's budget request because of considerable congressional additions to the Reserve component's military construction programs. The Reserve components have welcomed these additions, particularly when they improve the quality of life of Reservists through improved training and maintenance facilities. The Fiscal Year 1996 President's budget is slightly more than that of Fiscal Year 1995; the trend since Fiscal Year 1994 has been a downsizing of the component's request.

Each of the Reserve components participated at the Service level in the 1995 Base Realignment and Closure (BRAC) process and submitted their input for establishing enclaves at closing installations. Numerous Reserve component enclaves are to remain at closing installations. Most of the enclaves were directed by the BRAC; however, some may result from Reserve component actions to acquire excess DoD property resulting from the closures. These closure actions have left the Reserve components embroiled in some hard disputes with Community Reuse Groups.

Funds for repair and maintenance of existing and proposed facilities come from the operation and maintenance accounts. Real Property and Maintenance (RPM) funding competes within the Military Services with other operation and maintenance elements such as environmental, operations, travel, base operations, and training. Field commanders often move operation and maintenance funds into other accounts. The components typically give RPM a low priority. Inadequate funding, falling below RPM requirements, is universal throughout DoD. Reduced RPM funding, aging facilities, increasing plant replacement and repair costs, and lack of military construction requirements are increasing the Backlog of Maintenance and Repair (BMAR). This situation causes a negative impact on training, readiness, and quality of life. The BMAR continues to grow and will reach \$1.2 billion in Fiscal Year 1996 for all Reserve components. A major factor for the backlog growth is military construction funding for the replacement of obsolete, deteriorated facilities.

The funding has not kept pace with requirements. Newer facilities require less repair and maintenance. Another factor causing backlog growth is deferring maintenance and repair because of the lack of funds. When maintenance and repair are deferred, the costs to perform these functions rise. Low funding for replacement facilities, inadequate repair of existing infrastructure, and little control over congressional



construction add-ons contribute to expensive, unsafe, and obsolete Guard and Reserve facilities, which do not enhance Reserve component readiness nor quality of life.

## **Environmental Programs**

Reserve environmentalists play a critical role in DoD's effort to maintain compliance at over 5,400 Reserve component locations. Each Reserve component supports this effort and has identified environmental compliance, cleanup, pollution prevention, and education as major goals. The Reserve components have indicated that the limited availability of funds to meet all environmental requirements is the most significant challenge for Fiscal Year 1996 and beyond.

The Reserve components' leading environmental expenses are for compliance with basic environmental laws, cleanup, and restoration of existing hazardous substances from past operations. Restoration of hazardous waste sites remains a significant challenge, particularly at sites being transferred between components or closed for future public use. Though most of the sites have had initial inspections and many cleanup programs have begun, additional funds could be used to accelerate the cleanup schedule for these sites.

DoD is currently establishing an environmental security school system aimed at providing the necessary education and training

for military and civilian personnel. The school system will be comprised of existing military schools, including the Army Logistics Management College, Naval School-Civil Engineer Corps, and the Air Force Institute of Technology. Substantial cost savings have been attained through joint Service training in environmental programs. No Reserve component facilities are included as part of the major school system. However, the Service schools mentioned above are required to address the training needs of the Reserve personnel. Seventeen joint Service environmental training courses have been approved and are in effect.

The Guard and Reserve have achieved significant success in executing environmental programs in Fiscal Year 1995. The National Guard Bureau, Maryland National Guard, and Texas National Guard received various environmental awards during the fiscal year. Many other Reserve component organizations experienced environmental successes as well. The only apparent limiting factor to continued environmental successes in the Guard and Reserve is adequate funding to meet environment obligations.

## **Board Activities**

Appendix A summarizes the activities of the quarterly Board meetings for Fiscal Year 1995. Significant issues that were deliberated by the Board, with recommendations, are listed in this appendix.



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# Preface

## Purpose of Report

To fulfill its charter, the Board is composed of members of the Reserve components, representatives of the Active components, and secretariat appointees who have responsibility for National Guard and Reserve matters.

The Board considers issues from many sources including: the Congress; the Office of the Secretary of Defense; the Military Services; Service committees, councils, and boards; theater commanders; and individual National Guard and Reserve members. The Board establishes and maintains communications with public and private individuals and agencies outside the Department of Defense, as necessary, to accomplish its mission.

The law requires “an annual report from the Reserve Forces Policy Board on the Reserve programs of the Department of Defense . . .” (10 USC 113(c)(3)). This annual report is submitted, by the Secretary of Defense, to the President and to Congress and it includes information on the Coast Guard Reserve, which is part of the Department of Transportation (during peacetime.) The report contains recommendations for changes to policies, procedures, or laws which affect the Reserve components.

## Organization of the Report

This report is divided into seven chapters: Composition and Force Structure; Missions and Military Operations Other Than War; Personnel; Training and Readiness; Equipment; Facilities; and Environmental Programs. A summary of the Board activities for Fiscal Year 1995, with recommendations, is provided in Appendix A. Cost comparison data is provided in Appendix B. Reserve component Command and Control diagrams are provided in Appendix C. A list of contacts for detailed information on various DoD programs is available in Appendix D.

All data contained in this report is accurate as of September 30, 1995, unless otherwise indicated. Certain policy and legislative changes have been enacted since September 30, 1995. In those cases where this information was available prior to press time, the changes have been addressed.

## History of the Reserve Forces Policy Board

In 1992, the Reserve Forces Policy Board commemorated its 40th anniversary. Tracing its origin back to President Truman’s Executive Order 10007 of October 15, 1947, the Board first operated as the Committee on Civilian Components. The Committee became the Civilian Component Board in 1949 and acted as an administrative body within the Department of Defense.

On July 9, 1952, Congress passed the *Armed Forces Act of 1952*. This Act established the Reserve Forces Policy Board to serve as “the principal policy adviser to the Secretary of Defense on matters relating to the Reserve components.” The *Reserve Officer Personnel Act in 1954* and the *Reserve Bill of Rights and Revitalization Act in 1967*, underscored the Board’s role and expanded its authority, responsibility, and membership.

The United States is unique among world military powers by providing, via the Board, a mechanism for the seven Reserve components to participate in the formulation of major policies affecting the role of their forces in the national defense. The Board’s statutory authority and independence make this participation effective.

The Board continues to operate as part of the Secretary of Defense’s team and is a means by which the Secretary brings into consultation the entire range of Active and Reserve component expertise.



Listed below in chronological order beginning with the Board's inception in July 1952 are individuals who have served as chairmen and military executives.

### **Chairmen**

Charles H. Buford  
July 1952 – March 1953

Arthur S. Adams  
March 1953 – September 1955

Milton G. Baker  
September 1955 – September 1957

John Slezak  
October 1957 – September 1977

Louis J. Conti  
October 1977 – September 1985

Will Hill Tankersley  
October 1985 – October 1989

John O. Marsh, Jr.  
November 1989 – October 1994

Terrence M. O'Connell  
November 1994 – Present

### **Military Executives**

RADM Irving M. McQuiston, USNR  
July 1952 – June 1959

MG Ralph A. Palladino, USAR  
July 1959 – December 1968

Maj Gen John S. Patton, USAFR  
January 1969 – January 1973

RADM John B. Johnson, USNR  
January 1973 – January 1975

MG W. Stanford Smith, USAR  
January 1975 – April 1979

Maj Gen Joseph D. Zink, ANGUS  
May 1979 – June 1983

LTG LaVern E. Weber, ARNGUS  
June 1983 – June 1984

MG James D. Delk, ARNGUS  
September 1984 – August 1986

MG William R. Berkman, USAR  
August 1986 – July 1992

MG William A. Navas, Jr., ARNGUS  
August 1992 – February 1995

Maj Gen Shirley M. Carpenter, USAFR  
March 1995 – Present

### **Comments and Additional Copies**

The Board appreciates the helpful comments and recommendations that have followed previous reports. A limited number of copies of this report are available for official distribution. Comments and requests for additional copies should be addressed to:

**Reserve Forces Policy Board  
Office of the Secretary of Defense  
7300 Defense Pentagon  
Washington, DC 20301-7300**

**(703) 697-4486 (Commercial)  
227-4486 (DSN)  
(703) 614-0504 (Fax)**

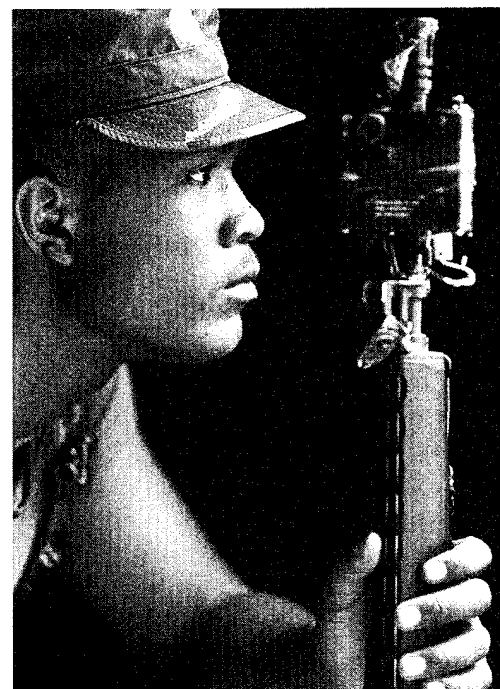
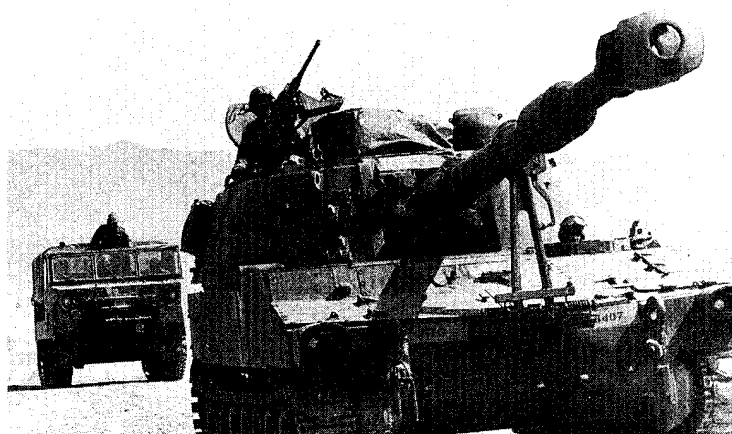


# Composition and Force Structure

# 1

*"We are now in a situation where the Active force alone is no longer large enough or has all the capabilities needed to get the day-to-day missions...accomplished. It takes each component, Active and Reserve, to get the work done."*

*Admiral Jeremy M. Boorda,  
Chief of Naval Operations*



## Introduction

**T**he Department of Defense (DoD) defines Total Force as, "The totality of organizations, units, and manpower that comprise DoD's resources for meeting the National Military Strategy. It includes the manpower resources comprising Active and Reserve military personnel, civilian personnel, contractor staff, and host-nation support personnel."

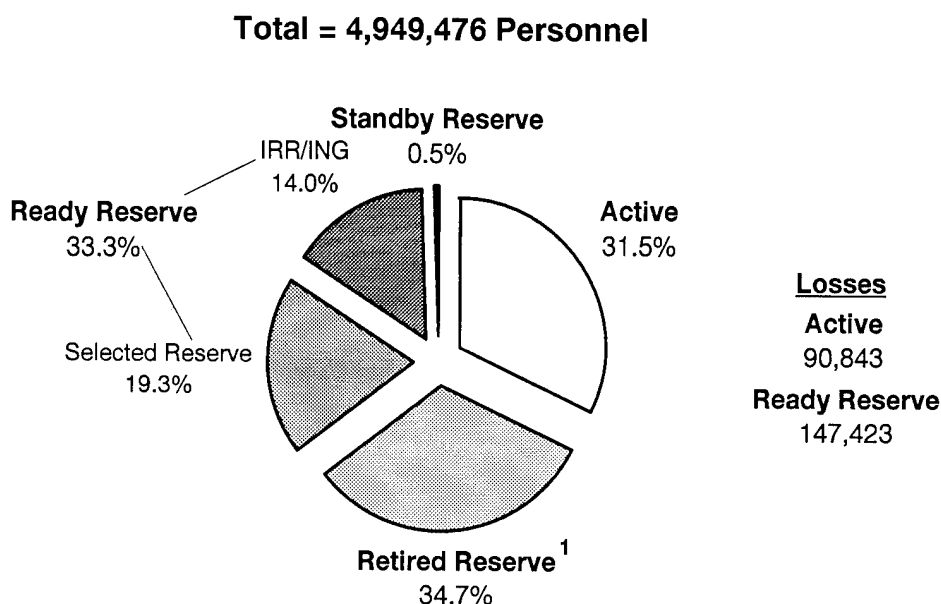
The Total Force, in its 25th year, integrates and strengthens both the Active and Reserve components. The Reserve components are full partners with the Active components in implementing the Total Force Policy and are integrated into virtually all theater operational plans. Most operational missions cannot be successfully conducted or sustained without using the Reserve components.

Since former Secretary of Defense James Schlesinger implemented the Total Force Policy, Reserve components have achieved their highest levels of capability and readiness. Through their high state of readiness, the Reserve components responded successfully to military aggression in the Persian Gulf, domestic crises (such as hurricanes, earthquakes, and floods), numerous humanitarian and peacekeeping missions, and restoring democracy in Haiti. Additionally, the Guard and Reserve are involved in Operation JOINT ENDEAVOR (Bosnia).

## Total Military Mobilization Manpower

Chart 1-1 provides the percentages of military personnel, by category, available for mobilization.

**Chart 1-1**  
**TOTAL MILITARY MOBILIZATION MANPOWER**



Note:

1. Non-Disability Retired and Active Retired.

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.

Data as of September 30, 1995.

## Composition of the Reserve Components

There are seven Reserve components: the Army National Guard, Army Reserve, Naval Reserve, Marine Corps Reserve, Air National Guard, Air Force Reserve, and Coast Guard Reserve.

Within the Reserve components, personnel serve in one of three manpower/management categories: the Ready Reserve, the Standby Reserve, or the Retired Reserve. National Guard members are in the Ready Reserve.

### Ready Reserve

The Ready Reserve consists of the Selected Reserve, the Individual Ready Reserve (IRR), and the Inactive National Guard (ING). All are subject to recall in time of war or national emergency.

Selected Reserve personnel may be assigned to units, full-time support (FTS) positions, or Individual Mobilization Augmentee (IMA) positions. Personnel are organized in units or train as individuals.

Selected Reserve units may be either operational or augmentation units. Operational units train and deploy as units. Augmentation units train as units in peacetime, but are absorbed into Active units upon mobilization. Selected Reserve units are manned by drilling members of the Reserve components and supported by FTS personnel.

Selected Reservists who have not completed initial training may be mobilized, but cannot be deployed outside the United States until completing minimum training requirements.

The President may involuntarily order members of the Selected Reserve to active duty for any operational mission through the call-up authority prescribed in Title 10, United States Code. During a natural or man-made disaster, accident, or catastrophe, caused by something other than military action, the Secretary of Transportation may order members of the Coast Guard Reserve to

active duty under Section 712, Title 14, United States Code. The authority is limited to 30 days in a four month period and 60 days in a two year period. Without the Presidential Selected Reserve Call-up authority or mobilization, the Services are dependent upon volunteers from the National Guard and Reserve to meet the short-term operational needs of the Active components.

Individual Ready Reserve and Inactive National Guard members are trained individuals who previously served in the Active component or Selected Reserve. Individual Ready Reserve and Inactive National Guard members usually have a remaining military service obligation. They are liable for mobilization and limited involuntary active duty for training. They may complete military education courses for retirement points and they may volunteer to return to active duty status to participate in annual training for pay.

Table 1-1 shows the composition of the Ready Reserve.

### Standby Reserve

The Standby Reserve consists of personnel who are not required to train and are not assigned to units, such as key federal employees. These individuals could be mobilized to fill specific manpower needs.

### Retired Reserve

The Retired Reserve consists of:

- Reserve component personnel who are receiving retired pay resulting from full-time and/or part-time Reserve service; and
- Reserve component personnel who are otherwise eligible for retired pay, but have not reached age 60, have not elected discharge, and have been transferred to the Retired Reserve.

**Table 1-1**  
**COMPOSITION OF THE READY RESERVE**

|                                      |                      |                                    |  |           |
|--------------------------------------|----------------------|------------------------------------|--|-----------|
| Ready Reserve                        |                      |                                    |  | 1,648,388 |
| Selected Reserve                     |                      |                                    | 953,192  |           |
| Units and Active Guard/Reserve (AGR) |                      |                                    |  |           |
| 926,408                              |                      |                                    |  |           |
| Units <sup>1</sup>                   | Active Guard/Reserve | Individual Mobilization Augmentees |  |           |
| (Paid Drill Strength Only)           |                      |                                    | Individual Ready Reserve/Inactive National Guard |           |
| 862,553                              | 63,855               | 26,784                             | 695,196  |           |

Note:

1. Includes training pipeline.

Sources: Office of the Assistant Secretary of Defense for Reserve Affairs and the Reserve components.

Data as of September 30, 1995.

All retired members who have completed at least 20 years of active federal service, Regular or Reserve, regardless of the retired list to which they are assigned, may be ordered to active duty by their Service Secretary under regulations prescribed by the Secretary of Defense in accordance with Section 688, Title 10, United States Code.

Table 1-2 shows the relationship by percentage and Service of the contributions of the Active and Reserve components to the total military force.

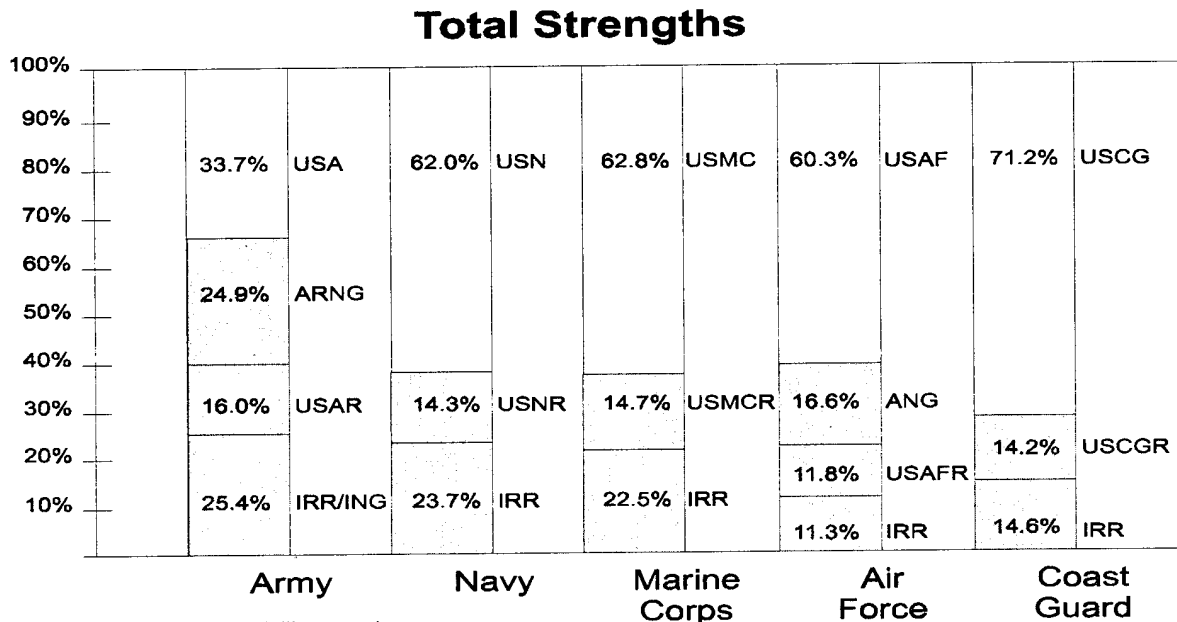
### Use of the Reserve Components

In the past, potential threats to the United States and its interests were the primary factors in shaping force structure decisions. Shaping structure on perceived threats alone may not always be prudent.

Structure decisions should include consideration of capabilities to ensure sufficient forces to accomplish missions needed to execute the National Military Strategy. Using capabilities as the driving factor in the determination of force structure is promoted by the Joint Chiefs of Staff. By deriving a force based on capabilities, military forces can effectively deal with domestic crises as well as traditional roles, allowing for an appropriate response across the entire continuum of military operations.

The Reserve components routinely accomplish a wide variety of training and operational missions worldwide. Such employment enhances the readiness of the Reserve components and prepares Reserve component personnel to deploy and to perform missions as part of the power projection force.

**Table 1-2**  
**CONTRIBUTORS IN THE TOTAL MILITARY FORCE**



Note: Excludes civilian employees.

Sources: Office of the Assistant Secretary of Defense for Reserve Affairs and the Coast Guard Reserve.

Data as of September 30, 1995.

### Resourcing the Reserve Components

The Reserve components provide a cost-effective means for augmenting Active components and maintaining important capabilities in the Total Force. The citizen-soldier provides a low-cost deterrent to conflict, an immediate response capability to domestic crises, and a critical surge mobilization capability. The Reserve components repeatedly demonstrate that they can accept additional functions when adequately resourced. On the following page, Chart 1-2 reflects the DoD total obligation authority for the Active and Reserve components; Chart 1-3 reflects the DoD obligation authority by Reserve components.

Reserve components are funded by four separate budget appropriations: personnel, operation and maintenance, military construction, and equipment procurement. Service procurement funding has been supplemented by congressional appropriations each year since 1982.

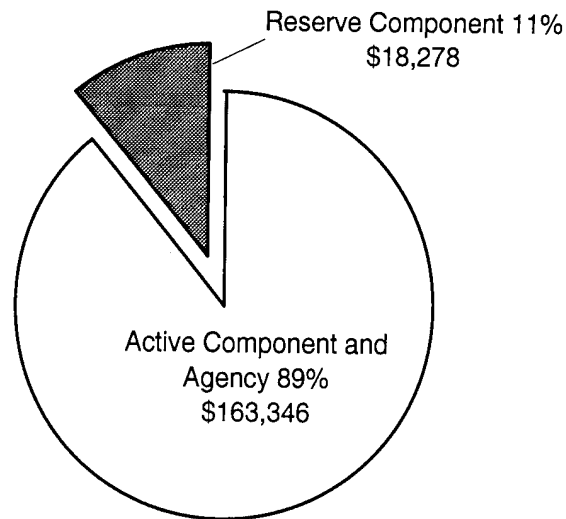
In Fiscal Year 1995, the Army National Guard and the Army Reserve experienced a shortfall in operation and maintenance funding, logistics support, air operating tempo, and school travel funds. Reductions in full-time personnel authorizations and in funding impact unit ability to meet and sustain readiness levels. To ensure readiness, the Army implemented a concept called tiered resourcing. This concept gives funding priority to critically needed units, even at the expense of some later deploying forces.

The increasing worldwide commitments in Fiscal Year 1995 made it difficult for the Naval Reserve to reduce end strength. This, coupled with increasing costs, resulted in insufficient initial funding for Fiscal Year 1995 and the requirement to reprogram funds. The Marine Corps Reserve also had funding shortfalls in Fiscal Year 1995; however, readiness standards were maintained.

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**Chart 1-2**  
**DoD TOTAL OBLIGATION AUTHORITY <sup>1,2</sup>**  
**(Dollars in Millions)**

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**Notes:**

1. Percentages and dollars represent operation and maintenance (O&M) and military personnel (MILPERS) accounts.
2. Data is preliminary pending completion of Bosnia reprogramming action.

Source: DoD Comptroller.

Data as of January 30, 1996.

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The Air National Guard incurred a major force structure reduction as all F-16 and F-15 units were reduced from 18 to 15 aircraft. The reduction of the aircraft has resulted in a reduced personnel and operation and maintenance budget. Costs associated with converting units to new weapons systems required a reallocation of funds from other programs. Programs such as depot maintenance were either canceled, partially funded, or deferred until the following year. Unit reductions and conversion costs in Fiscal Year 1995 have created an austere budget environment. Combat readiness levels were maintained. Unit capability may be impaired if full-time manning is reduced or if primary aircraft authorized is further reduced.

The Air Force Reserve experienced unbudgeted costs from unit conversions, base realignment and closure actions, and work-year increases. To stay within available funding, the Air Force Reserve

implemented numerous freezes and restrictions to requirements such as travel and supplies. Additional unit conversions and base realignment transfers programmed during Fiscal Year 1995 will force restrictive management actions to requirements such as aircraft repair, facility maintenance, and flying hours. Further reductions in full-time support may result in reduced readiness and ability of the Air Force Reserve to support operational missions.

The Coast Guard Reserve operation and maintenance (O&M) authorization was adequate due to end strength reductions, which freed up pay and allowance funding for O&M use.

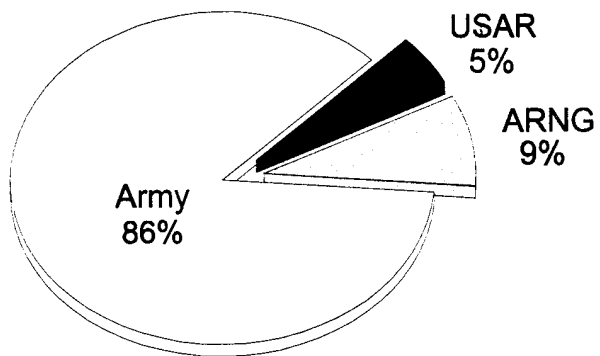
Table 1-3 displays Reserve component appropriations for Fiscal Years 1994 through 1996.

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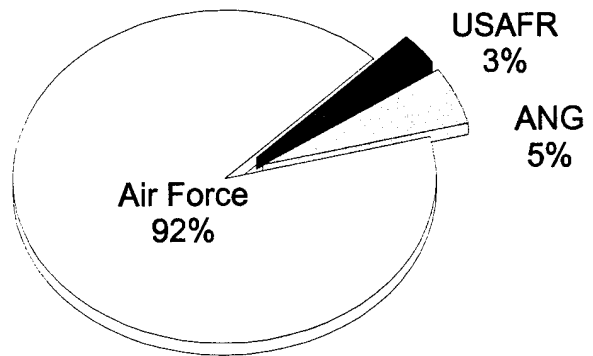
**Chart 1-3**  
**TOTAL OBLIGATION AUTHORITY<sup>1</sup>**

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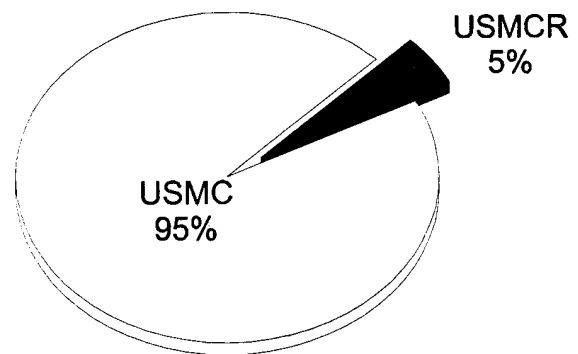
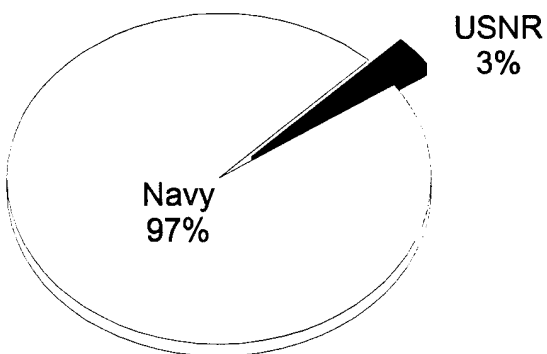
**DEPARTMENT OF THE ARMY**



**DEPARTMENT OF THE AIR FORCE**



**DEPARTMENT OF THE NAVY**



**Note:**

1. Percentages represent O&M and MILPERS accounts.  
Source: DoD Comptroller.  
Data as of September 30, 1995.



**Table 1-3**  
**APPROPRIATIONS**  
**(Dollars in Millions)**

| <u>Component</u>                   | <u>FY94</u> | <u>FY95 <sup>4</sup></u> | <u>FY96 <sup>4</sup></u> |
|------------------------------------|-------------|--------------------------|--------------------------|
| <b>Army National Guard</b>         |             |                          |                          |
| Personnel                          | 3,346.3     | 3,446.1                  | 3,242.4                  |
| Operation and Maintenance          | 2,228.7     | 2,436.3                  | 2,433.8                  |
| Military Construction              | 302.7       | 188.1                    | 137.1                    |
| Procurement <sup>1</sup>           | 1,172.8     | 756.3                    | 412.3                    |
| <b>Army Reserve</b>                |             |                          |                          |
| Personnel                          | 2,146.8     | 2,174.2                  | 2,122.5                  |
| Operation and Maintenance          | 1,072.7     | 1,239.8                  | 1,115.2                  |
| Military Construction              | 102.0       | 57.4                     | 72.7                     |
| Procurement <sup>1</sup>           | 550.3       | 307.6                    | 220.5                    |
| <b>Naval Reserve</b>               |             |                          |                          |
| Personnel                          | 1,591.4     | 1,413.6                  | 1,355.5                  |
| Operation and Maintenance          | 757.3       | 842.3                    | 855.5                    |
| Military Construction              | 25.0        | 22.7                     | 19.1                     |
| Procurement <sup>1</sup>           | 209.5       | 165.9                    | 102.0                    |
| <b>Marine Corps Reserve</b>        |             |                          |                          |
| Personnel                          | 344.1       | 351.8                    | 378.2                    |
| Operation and Maintenance          | 91.2        | 84.8                     | 99.3                     |
| Military Construction <sup>2</sup> | N/A         | N/A                      | N/A                      |
| Procurement <sup>1</sup>           | 150.2       | 122.5                    | 89.0                     |
| <b>Air National Guard</b>          |             |                          |                          |
| Personnel                          | 1,249.1     | 1,274.3                  | 1,259.6                  |
| Operation and Maintenance          | 2,665.3     | 2,772.6                  | 2,769.1                  |
| Military Construction              | 247.5       | 244.6                    | 171.3                    |
| Procurement <sup>1</sup>           | 596.2       | 517.4                    | 410.8                    |
| <b>Air Force Reserve</b>           |             |                          |                          |
| Personnel                          | 758.8       | 774.5                    | 784.6                    |
| Operation and Maintenance          | 1,357.7     | 1,468.2                  | 1,516.3                  |
| Military Construction              | 74.5        | 57.0                     | 36.5                     |
| Procurement <sup>1</sup>           | 338.0       | 186.6                    | 167.5                    |
| <b>Coast Guard Reserve</b>         |             |                          |                          |
| Personnel                          | 56.2        | 56.0                     | 54.5                     |
| Operation and Maintenance          | 7.8         | 8.0                      | 7.5                      |
| Military Construction <sup>3</sup> | N/A         | N/A                      | N/A                      |
| Procurement <sup>3</sup>           | N/A         | N/A                      | N/A                      |
| <b>Totals</b>                      |             |                          |                          |
| Personnel                          | 9,492.7     | 9,490.5                  | 9,197.3                  |
| Operation and Maintenance          | 8,180.7     | 8,852.0                  | 8,697.4                  |
| Military Construction              | 751.7       | 569.8                    | 436.7                    |
| Procurement <sup>1</sup>           | 3,017.3     | 2,056.3                  | 1,402.1                  |

Notes:

1. Procurement includes Service's procurement appropriation and NGREA funds.
2. Marine Corps Reserve figures are included in Naval Reserve Military Construction.
3. Coast Guard Reserve has no separate appropriations for Military Construction or Procurement.
4. Fiscal Year 1995 actual total obligation authority as reported by appropriate sponsors. Fiscal Year 1996 reflects appropriated amounts.

Source: DoD Comptroller and the Coast Guard.

Data as of January 30, 1996. (Procurement data as of December 13, 1995).

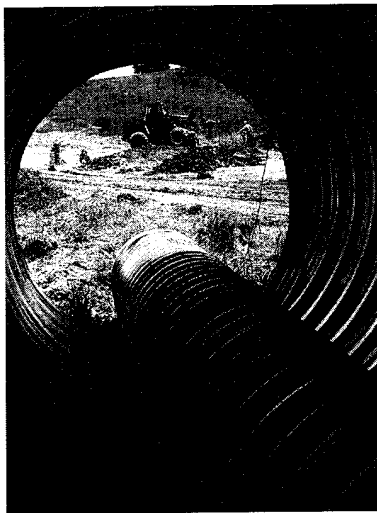


# Missions and Military Operations Other Than War

## 2

*"...Operations Other Than War, if sustained without recognition that they do take a toll on the force, will begin to erode our ability to perform our fundamental mission."*

*General Ronald R. Fogleman,  
Air Force Chief of Staff*



## Introduction

**T**he Total Force Policy has served the nation well for over twenty years during wartime and for ongoing peacetime missions.

The Reserve components provide well trained and equipped units and individuals for active duty in time of war, national emergency, or at other times the national security requires. In addition to a federal mission, National Guard units have missions from their state to protect life and property and to preserve peace, order, and public safety.

Greater reliance is being placed on the Reserve components, as typified by the inclusion of Reserve component units into warfighting contingency plans and peacetime operations such as restoring democracy in Haiti. The recent use of the Presidential call-up authority in support of Operations UPHOLD DEMOCRACY and JOINT ENDEAVOR as well as ongoing operational, drug interdiction, peacekeeping, peace enforcement, and humanitarian missions clearly demonstrates the need for Reserve components to maintain the capability to serve when and where required.

## Total Force Structure

The Reserve components are an integral part of the Total Force that former Secretary of Defense Melvin Laird envisioned.

- The Army National Guard and Army Reserve units provide essential combat, combat support, combat service support, and special operations units to the Total Army.
- The Naval Reserve units are an integral part of many mission areas of the Navy, including fleet logistics; maritime patrol, carrier, and helicopter wings; mobile construction forces; intelligence units; surface combatants; maintenance facilities; operational and

administrative staffs; special warfare and medical support units.

- The Marine Corps Reserve includes a division, an air wing, and a force service support group. These forces provide combat, combat support, and combat service support capabilities.
- The Air National Guard and Air Force Reserve perform a broad range of combat and combat support missions, including counter air interdiction, close air support, strategic and tactical airlift, aerial refueling, aeromedical evacuation, aerospace rescue and recovery, and special operations. The Air Reserve Components are performing the conventional bomber mission for the first time.
- The Coast Guard Reserve augments the Coast Guard in most operational mission areas and provides specialized port security elements and pollution response strike teams.

## Army National Guard and Army Reserve

The Army relies on the Army National Guard and Army Reserve for over half of its force structure. Significant changes in the Army Reserve occurred during Fiscal Year 1995. The Reserve component inactivation plan included the loss of 145 Army National Guard units. Force structure billets were reduced by 17,700. Similar reductions in the Army Reserve resulted in the loss of 327 units and 25,323 manpower authorizations. Total authorized end strength for Fiscal Year 1995 is 400,000 for the Army National Guard and 242,000 for the Army Reserve.

Since 1991 the Army has restructured to meet the National Military Strategy needs of the post-Cold War era. The Army has reshaped and resourced within fiscal constraints, while addressing warfighting and domestic mission requirements. The Fiscal Year 1995 Army Reserve component inactivation plan is indicative of the continuing downsizing of the Army structure.

As the Office of the Secretary of Defense and the Joint Staff determine requirements for the combat structure needed to support the National Military Strategy, Headquarters Department of the Army develops the doctrinally-required supporting force and assigns force structure based on risk assessment and component capability. The current Total Army Analysis 2003 has been completed and will continue to be used to shape the Army's Reserve component force structure.

Current plans call for the Army National Guard to comprise 186 early deploying force support package units, 2 Special Forces Groups (early deploying), 8 combat divisions, 2 separate brigades, a scout group in strategic reserve, and other support forces and a mobilization/training base. The enhanced readiness brigades are the principal Reserve component ground combat maneuver forces of the United States Army. Their primary federal peacetime function is to sustain the level of readiness for the nation's strategic hedge against the potential of adverse conditions in two nearly simultaneous major regional conflict (MRC) scenarios. The readiness goal and objective of the enhanced brigades is C-1 in personnel, equipment on-hand, and equipment readiness, and C-3 for training readiness by Fiscal Year 1999. In accordance with the tiered resourcing policy, resources are programmed to execute the enhanced brigade transition beginning in Fiscal Year 1996. The enhanced readiness brigades may reinforce, backfill, or augment the Active components. Additionally, Army National Guard combat forces are needed for:

- Extended Crisis. Where a large scale deployment requires forces to remain in place for extended periods, the Army National Guard can provide the basis for troop rotation.

- Peace Operations. Protracted commitments to peace operations could lower the overall readiness of active forces. To avoid decreased readiness, the Army National Guard along with Reserve forces, are prepared to share the burden of conducting operations such as Multinational Force and Observers (MFO), Sinai.
- Deterrent Hedge. The United States hedges against the risks associated with fighting two nearly simultaneous MRCs by relying on the contributions of the Guard and Reserve.
- Domestic Missions. A substantial reserve must be available during both peace and war to support civil authorities in response to domestic requirements.

The Bottom-Up Review (BUR) established an Army Reserve component end strength of 575,000 for Fiscal Year 1999. That end strength was discussed during an Active component and Reserve component off-site meeting in October 1993. The off-site recommendations provided the guidance for moving toward:

- Allocating the end strength of 575,000 between the Army National Guard (367,000) and the Army Reserve (208,000).
- Eliminating duplication.

The realignment of force structure into the core competencies of the Army National Guard and the Army Reserve (combat, combat support, and combat service support functions) continues and is nearing completion for the bulk of the unit realignment. However, personnel turbulence remains high as individuals move from one Reserve component to another.

Army National Guard and Army Reserve contributions to the Army are reflected in Table 2-1.

**Table 2-1**  
**ARMY NATIONAL GUARD AND ARMY RESERVE**  
**CONTRIBUTIONS TO THE ARMY**

| <b>Unit Type</b>                    | <b>Army<br/>National Guard<br/>Number Units</b> | <b>Army<br/>Reserve<br/>Number Units</b> | <b>Combined<br/>Percent of<br/>Total Army</b> |
|-------------------------------------|---|--|---|
| Training Divisions                  | 0   | 9  | 100%  |
| Chemical Brigades                   | 1   | 3  | 100%  |
| Water Supply Battalions             | 3   | 1  | 100%  |
| Enemy Prisoner of War Brigades      | 0   | 1  | 100%  |
| Judge Advocate General Units        | 0   | 17                                       | 100%  |
| Public Affairs Units                | 47  | 45                                       | 85%   |
| Theater Defense Brigades            | 0   | 0  | 0%  |
| Roundout/Roundup Brigades           | 7   | 0  | 100%  |
| Civil Affairs Units                 | 0   | 35                                       | 97%   |
| Petroleum Support Battalions        | 6   | 6  | 92%   |
| Medical Brigades                    | 2   | 9  | 85%   |
| Chemical Battalions                 | 1   | 8  | 75%   |
| Training Brigades                   | 0   | 2  | 55%   |
| Motor Battalions                    | 6   | 12                                       | 78%   |
| Maintenance Battalions              | 10  | 5  | 71%   |
| Engineer Battalions (Combat Heavy)  | 14  | 15                                       | 73%   |
| Psychological Operations Units      | 0   | 30                                       | 81%   |
| Hospitals                           | 17  | 43                                       | 77%   |
| Medical Groups                      | 1   | 7  | 73%   |
| Separate Brigades                   | 9   | 0  | 100%  |
| Petroleum Groups                    | 0   | 1  | 50%   |
| Corps Support Groups                | 20  | 10                                       | 75%   |
| Field Artillery Battalions          | 88  | 5  | 58%   |
| Engineer Battalions (Combat)        | 39  | 25                                       | 70%   |
| Terminal Battalions                 | 0   | 3  | 50%   |
| Military Police Battalions          | 11  | 13                                       | 66%   |
| Military Police Brigades            | 2   | 1  | 43%   |
| Medium Helicopter Battalions        | 3   | 1  | 66%   |
| Infantry Divisions                  | 2   | 0  | 50%   |
| Corps Support Commands              | 1   | 2  | 50%   |
| Light Infantry Divisions            | 1   | 0  | 33%   |
| Area Support Groups                 | 9   | 3  | 44%   |
| Attack Helicopter Battalions        | 13  | 3  | 38%   |
| Aviation Brigades                   | 9   | 5  | 50%   |
| Special Forces Groups               | 2   | 0  | 29%   |
| Ordnance Battalions                 | 0   | 2  | 29%   |
| Armor Divisions                     | 1   | 0  | 50%   |
| Theater Army Area Commands          | 0   | 2  | 40%   |
| Signal Battalions                   | 29  | 5  | 36%   |
| Air Assault Battalions              | 2   | 3  | 31%   |
| Infantry Divisions (Mech)           | 4   | 0  | 44%   |
| Military Intelligence Battalions    | 7   | 12                                       | 39%   |
| Armored Cavalry Regiments           | 1   | 0  | 33%   |
| Air Defense Brigades                | 2   | 0  | 25%   |
| Air Defense Battalions              | 22  | 0  | 48%   |
| Engineer Battalions (Topographical) | 1   | 0  | 25%   |
| Exercise Divisions                  | 0   | 5  | 100%  |
| Transportation Composite Groups     | 0   | 4  | 80%   |

Sources: The Army National Guard, the Army Reserve, and the Army (DAMO-FDF).  
Data as of September 30, 1995.

## **Naval Reserve**

The Naval Reserve is organized into two general types of units:

- **Commissioned Units** are Reserve units with organic equipment such as aircraft squadrons, cargo handling battalions, mobile inshore undersea warfare units, special boat units, and mobile construction battalions. These units are tasked to deliver a complete operational entity to the operating force and are commanded by either Active or Reserve component officers, and staffed primarily by Selected Reserve personnel. Forty percent of Selected Reserve drilling personnel are assigned to commissioned units.
- **Augmentation Units** augment Active component units with trained personnel. Such units augment designated ships, the Military Sealift Command, special warfare commands, Marine Corps expeditionary forces, security groups, intelligence staffs, communication and meteorological activities, medical and dental facilities, intermediate maintenance units, shore command, and headquarters organizations. Their function allows for peak operations for an indefinite period of time. They also provide a surge capability and sustain the high level of activity required to support deployed forces. Sixty percent of Selected Reserve drilling personnel serve in augmentation units.

Naval Reserve Force (NRF) ships are under the operational control of the Commander in Chief, Atlantic or Pacific Fleet. Naval Reserve personnel train on NRF ships and craft providing approximately one-third of their mobilization personnel. Naval Reserve Force ships are staffed by the Active component, Training and Administration of Reserve (TAR) program personnel, and Selected reservists.

Naval Reserve reductions during Fiscal Year 1995 did not seriously impact Navy force

structure. The restructuring occurred as a result of a decreasing budget and the need to realign Reserve forces to meet the Navy's total force requirement. The Fiscal Year 1996 decommissioning of four Naval Reserve Force Fast Frigates with Guided (FFGs) Missiles will have a minor impact on the contributory support area, as three class ships—two MCM-1 and one MHC-51—will enter the Naval Reserve Force in Fiscal Year 1996. Contributory support becomes increasingly important in reducing fleet operating tempo (OPTEMPO).

Naval Reserve contributions to the Navy are reflected in Table 2-2.



**Table 2-2**  
**NAVAL RESERVE CONTRIBUTIONS TO THE NAVY**

| <u>Unit Type</u>                                | <u>Number<br/>Units</u> | <u>Percent of<br/>Navy<sup>1</sup></u> |
|---|-------------------------|--|
| Mobile Inshore Undersea Warfare Units           | 28                      | 100%                                   |
| Logistics Support Squadrons                     | 10                      | 100%                                   |
| Naval Embarked Advisory Teams (NEAT)            | 7                       | 100%                                   |
| Warfare Support Helicopter Squadrons            | 2                       | 80%                                    |
| Mobile Inshore Undersea Warfare Groups          | 2                       | 100%                                   |
| Fighter Composite Squadrons (U.S.-Based)        | 2                       | 100%                                   |
| Heavy Logistics Support (C-130)                 | 4                       | 100%                                   |
| Naval Control of Shipping (Military Personnel)  | 18                      | 99%                                    |
| Cargo Handling Battalions                       | 13                      | 93%                                    |
| Military Sealift Command (Personnel)            | 38                      | 85%                                    |
| Mobile Construction Battalions                  | 12                      | 60%                                    |
| Intelligence Program                            | 103                     | 48%                                    |
| Mobile Diving and Salvage Units (Personnel)     | 14                      | 60%                                    |
| Special Boat Units                              | 2                       | 50%                                    |
| Fleet Hospitals                                 | 4                       | 40%                                    |
| Fast Frigates (FFG-7s)                          | 14                      | 29%                                    |
| LAMPS MK-I Anti-Submarine Warfare Squadrons     | 2                       | 13%                                    |
| Naval Special Warfare Units (Personnel)         | 16                      | 38%                                    |
| Mobile Mine Assembly Groups (MOMAG) (Personnel) | 11                      | 26%                                    |
| Explosive Ordnance Disposal Units               | 4                       | 33%                                    |
| Carrier Air Wings (5 Combat Squadrons)          | 1                       | 9%                                     |
| Maritime Patrol Squadrons                       | 9                       | 40%                                    |
| Helicopter Anti-Submarine Warfare Squadrons     | 1                       | 9%                                     |
| Helicopter Combat Support (H-3)                 | 1                       | 50%                                    |

Note:

1. Percentages determined by counting like-type units or personnel.

Source: The Naval Reserve.

Data as of September 30, 1995.

### **Marine Corps Reserve**

The Marine Forces Selected Reserve units augment and reinforce Active component units. Selected Marine Corps Reserve units are not categorized as early or late deploying; all are considered mobilization-day (M-Day) assets. The Active and Reserve components are closely integrated through horizontal fielding of equipment, weaponry, technology, and training.

When organized by task, there is no distinction between Active and Reserve component Marines. Individual Mobilization Augmentees (IMA) serve on Active component staffs and agencies throughout DoD. Special emphasis has been made for IMAs to augment joint staffs, particularly at the Combatant and Unified Command level.

The Marine Forces Reserve provides peacetime command, control, and resource allocation for the Marine Corps Reserve. It provides unity of command in Marine Corps Reserve training, operations, and mobilization planning. Major components are the 4th Marine Division, the 4th Marine Aircraft Wing, the 4th Force Service Support Group, and the Marine Corps Reserve Support Command. Selected Reserve units are prepared to accomplish independently a variety of assignments or perform an assigned task with Active component units.

The decision-making process used to identify specific Selected Marine Corps Reserve (SMCR) units or detachments to be relocated, redesigned, and/or reorganized was complex. There are three factors that effect the decision making process:

- The SMCR site must have adequate access to firing ranges and training areas to maintain operational readiness.
- The SMCR site must be demographically capable of supporting the required structure or manning levels.
- The SMCR site must have facilities that provide adequate storage, classrooms, and maintenance and administrative work space.

The Marine Corps Reserve consists of 305 separate SMCR units located at 191 separate sites. Of these 191 sites, the Marine Corps Reserve owns or leases 30. The Marine Corps Reserve is a tenant at the remaining 161 sites. Site closure decisions that have forced units to relocate have seriously impacted the Marine Corps Reserve's ability to reach current force structure. Unit relocation can be done quickly; however, it takes three-to-five years to provide the relocated unit with fully-trained Marines.

In the post-Operations DESERT SHIELD/STORM and-Cold War period, the Total Force Marine Corps continues to reorganize, modernize, and integrate forces to meet the requirements of national security. The BUR and

subsequent defense planning revalidated the critical roles of augmentation and reinforcement of the Marine Corps Reserve. In providing both of these capabilities, Congress authorized and fully funded a Marine Corps Reserve strength of 42,000. Force structure is expected to remain stable through Fiscal Year 1996; however, unit and personnel relocation remain a major concern as the Selected Marine Corps Reserve adapts to the post-Cold War security environment.

Marine Corps Reserve contributions to the Marine Corps are reflected in Table 2-3.





**Table 2-3**  
**MARINE CORPS RESERVE CONTRIBUTIONS TO THE MARINE CORPS**

| <u>Unit Type <sup>1</sup></u>               | <u>Number<br/>Units</u> | <u>Percent of<br/>Marine Corps</u> |
|---|-------------------------|------------------------------------|
| Civil Affairs Groups                        | 2                       | 100%                               |
| Air-Naval Gunfire Liaison Companies         | 2                       | 50%                                |
| Tank Battalions                             | 2                       | 47%                                |
| Force Reconnaissance Companies              | 2                       | 50%                                |
| Light Armored Recon (LAR) Battalions        | 1                       | 33%                                |
| Infantry Regiments                          | 3                       | 27%                                |
| Light Armored Infantry (LAI)                | 1                       | 25%                                |
| Engineer Support Battalions                 | 1                       | 25%                                |
| Landing Support Battalions                  | 1                       | 25%                                |
| Artillery Battalions                        | 5                       | 33%                                |
| Combat Engineer Battalions                  | 1                       | 31%                                |
| Assault Amphibian Battalions                | 1                       | 17%                                |
| Reconnaissance Platoons                     | 21                      | 40%                                |
| Headquarters and Service Battalions         | 1                       | 25%                                |
| Maintenance Battalions                      | 1                       | 25%                                |
| Supply Battalions                           | 1                       | 25%                                |
| Motor Transport Battalions                  | 1                       | 25%                                |
| Medical Battalions                          | 1                       | 25%                                |
| Dental Battalions                           | 1                       | 25%                                |
| Communications Battalions                   | 1                       | 25%                                |
| <b><u>Aircraft Types <sup>2</sup></u></b>   |                         |                                    |
| <b>Marine Aircraft Wing</b>                 | 1                       | 25%                                |
| Marine Aerial Refueler Transport Squadron   | 2                       | 40%                                |
| Marine Wing Headquarters Squadron           | 1                       | 25%                                |
| <b>Marine Aircraft Group</b>                | 4                       | 29%                                |
| Adversary Squadron                          | 1                       | 100%                               |
| Marine Aviation Logistics Squadron          | 4                       | 26%                                |
| Marine Light Attack Helicopter Squadron     | 2                       | 25%                                |
| Marine Fighter/Attack Squadron              | 4                       | 33%                                |
| Marine Medium Helicopter Squadron           | 2                       | 12%                                |
| Marine Heavy Helicopter Squadron            | 2                       | 25%                                |
| <b>Marine Air Control Group</b>             | 1                       | 25%                                |
| Marine Wing Communications Squadron         | 1                       | 14%                                |
| Marine Tactical Air Control Squadron        | 1                       | 25%                                |
| Marine Air Support Squadron                 | 1                       | 25%                                |
| Low Altitude Air Defense (LAAD) Battalion   | 1                       | 33%                                |
| Light Antiaircraft Missile (LAAM) Battalion | 1                       | 50%                                |
| Marine Air Control Squadron                 | 1                       | 25%                                |
| <b>Marine Wing Support Group</b>            | 1                       | 25%                                |
| Headquarters and Headquarters Squadron      | 1                       | 25%                                |
| Marine Wing Support Squadron                | 4                       | 28%                                |

Notes:

1. Percentages determined by counting like-type units.

2. Percentages determined by counting primary authorized aircraft.

Source: The Marine Corps Reserve.

Data as of September 30, 1995.

### **Air National Guard and Air Force Reserve**

Air National Guard and Air Force Reserve units are aligned and train regularly with their wartime gaining commands. This facilitates integration into the Active force upon mobilization. In addition to flying and maintaining Reserve component aircraft, thousands of Air Force Reserve personnel fly and maintain Active component aircraft in the Air Force Reserve Associate Program.

During Fiscal Year 1995, Air National Guard fighter units decreased to 15 aircraft per squadron to meet the requirement for the Air Force to maintain 20 fighter wing equivalents and to operate within reduced budgets. The Air National Guard continues operational responsibility for 1st Air Force and the Regional and Sector Operations Centers. The Air National Guard continued to modernize its aviation forces with most fighter units now flying the F-16C/D series aircraft and several aerial refueling units receiving KC-135R model aircraft.

The Air National Guard activated several new units during Fiscal Year 1995. Most of these units were activated to support the Air Force and to support the B-1B bomber unit at McConnell Air Force Base, Kansas. The Air National Guard will increase its role in Foreign Military Sales training at Tucson, Arizona, and convert its unit at Reno, Nevada, from RF-4C aircraft to C-130 aircraft. The Idaho Air National Guard will convert from F-4G aircraft to A/OA-10 and C-130 aircraft. The Air National Guard force structure is expected to remain stable if the Fiscal Year 1996 budget remains as projected.

The Air Force Reserve is contributing to the Total Force in nearly every major mission area. In Fiscal Year 1995, the Air Force Reserve reduced the size of its units to mirror Active component streamlining efforts. The goal is to achieve smaller unit sizes which are uniform across the Active component, Air National Guard, and Air Force Reserve. During Fiscal Year 1996, five civil engineering flights are scheduled for inactivation. Minor downsizing of fighter units and modernization of C-130E units to C-130H units continues. The force structure for the Air Force Reserve will be relatively stable for Fiscal Year 1996.

The Associate Program uses Air Force Reserve personnel to augment Active component squadrons primarily in the strategic airlift and C-9 aeromedical evacuation missions; however, the Air Force Reserve's Associate Program has expanded to KC-10 and KC-135 refueling and airborne warning and control system (AWACS) missions. The C-141 Associate Program continued to debust as the retirement of the C-141 aircraft occurs. The C-17 Associate program continued to grow with the activation of a second Associate squadron in Fiscal Year 1995. The C-5A and KC-10 Associate Programs changed as the Air Force modified its force structure. Overall, the loss of strategic airlift capability in both unit-equipped and Reserve Associate programs leaves the Air Force Reserve less capable of providing full surge capability; however, the addition of C-17 Associate units should provide a better surge capability for support of the national security needs.

Air National Guard and Air Force Reserve contributions to the Air Force are reflected in Table 2-4.

**Table 2-4**  
**AIR NATIONAL GUARD AND AIR FORCE RESERVE**  
**CONTRIBUTIONS TO THE AIR FORCE**

| <u>Flying Units</u>                       | <u>Air National<br/>Guard</u> | <u>Air Force<br/>Reserve</u> | <u>Combined<br/>Percent of Total<br/>Air Force</u> |
|---|-------------------------------|------------------------------|--|
| <b>Aircraft <sup>1</sup></b>              |                               |                              |  |
| Weather Reconnaissance                    | 0                             | 10                           | 100%   |
| Aerial Spraying                           | 0                             | 4                            | 100%   |
| Strategic Interceptor Force               | 150                           | 0                            | 100%   |
| Tactical Airlift                          | 180                           | 104                          | 66%  |
| Air Rescue/Recovery                       | 25                            | 31                           | 64%  |
| Aerial Refueling/Strategic Tankers        | 204                           | 57                           | 49%  |
| Tactical Air Support                      | 42                            | 12                           | 46%  |
| Tactical Fighters                         | 441                           | 114                          | 37%  |
| Strategic Airlift                         | 28                            | 68                           | 30%  |
| Special Operations                        | 6                             | 10                           | 15%  |
| Support Aircraft                          | 51                            | 0                            | 24%  |
| Bombers                                   | 10                            | 8                            | 16%  |
| <b>Aircrews <sup>2</sup></b>              |                               |                              |  |
| Aeromedical Evacuation                    | 1,669                         | 3,471                        | 87%  |
| Strategic Airlift (Associate)             | 0                             | 9,212                        | 50%  |
| Tanker/Cargo (Associate)                  | 0                             | 1,198                        | 41%  |
| Aeromedical Airlift (Associate)           | 0                             | 243                          | 35%  |
| <b>Non-Flying Units</b>                   |                               |                              |  |
| Engineering Installation                  | 19                            | 0                            | 68%  |
| Aerial Port                               | 24                            | 43                           | 81%  |
| Combat Communications                     | 48                            | 3                            | 79%  |
| Aircraft Control and Warning              | 2                             | 0                            | 100%   |
| Tactical Control                          | 29                            | 0                            | 74%  |
| Combat Logistics Support Squadrons        | 0                             | 6                            | 62%  |
| Civil Engineering <sup>3</sup>            | 97                            | 51                           | 61%  |
| Weather                                   | 33                            | 0                            | 46%  |
| Strategic Airlift Maintenance (Associate) | 0                             | 24                           | 48%  |
| Security Police                           | 87                            | 36                           | 35%  |
| Medical <sup>4</sup>                      | 93                            | 45                           | 24%  |
| Communications Flights                    | 89                            | 23                           | 22%  |
| Intelligence                              | 4                             | 2                            | 4%   |

**Notes:**

1. Primary Authorized Aircraft count.
2. Authorized personnel.
3. Includes RED HORSE Units.
4. Excludes aeromedical and evacuation personnel.

Sources: The Air National Guard and the Air Force Reserve.  
Data as of September 30, 1995.

## Coast Guard Reserve

The Coast Guard is unique among the Reserve components. In addition to its military defense requirements, its role has been broadened by Congress to include augmentation of the Active Coast Guard during natural or man-made disasters, accidents, or catastrophes. The latter has expanded over the years as the Active component has come to rely more on the contribution of the Coast Guard Reserve in other than military operations.

Team Coast Guard is the Commandant's initiative that reorients the Reserve training program and the value of their Reserve resource by focusing the Reserve's mission on providing part-time, trained personnel in support of day-to-day missions. Team Coast Guard has completely reengineered the Reserve force, eliminating separate, redundant command and administrative support structures. Specifically, Team Coast Guard has:

- Assigned reservists directly to Active unit commands for operational and administrative control.
- Established three dedicated Port Security Units at Fort Eustis, Virginia; Long Beach, California; and Cleveland, Ohio. Eight

composite Naval Coastal Warfare Units were established and two Composite Naval Coastal Warfare Groups were activated to provide support where no specialized active duty commands exist.

- Deactivated most Reserve units, eliminating Reserve grade structure anomalies, and eliminating Reserve-only work spaces where the use of Active component spaces is more efficient.
- Shifted administrative support from Reserve Personnel Reporting Units and other Reserve-only administrative offices to fully integrated personnel and administrative staffs.
- Distributed Selected Reserve positions by a standardized process called a Reserve Personnel Allowance List.

The majority of Coast Guard reservists are tasked and trained to support existing Active component units performing normal operations. Three deployable Port Security Units and the several Composite Naval Coastal Warfare Units are exceptions. The Coast Guard Reserve provides high quality services to the public in a time of decreasing budgets.

Coast Guard Reserve contributions to the Coast Guard are reflected in Table 2-5.

**Table 2-5**  
**COAST GUARD RESERVE CONTRIBUTIONS TO THE COAST GUARD**

| <u>Unit Type</u>  | <u>Number Billets</u> | <u>Percent of Coast Guard<sup>1</sup></u> |
|---|-----------------------|---|
| Deployable Port Security Units                              | 351                   | 98%                                       |
| Marine Safety Offices                                       | 3,372                 | 53%                                       |
| Operational Shore Facilities                                | 898                   | 11%                                       |
| Command and Control   | 1,580                 | 17%                                       |
| Small Boat Stations   | 1,178                 | 15%                                       |
| Vessels   | 179                   | 2%  |
| Repair/Supply/Research                                      | 812                   | 9%  |
| Note:   |                       |   |
| 1. Percentages determined by counting mobilization billets. |                       |   |
| Source: The Coast Guard Reserve.                            |                       |   |
| Data as of September 30, 1995.                              |                       |   |

## Special Operations Forces

Special Operations Forces (SOF) add to the theater commander's military options. They are capable of conducting integrated, joint, and combined operations in remote, urban, or rural environments during peace and war. Highly trained crews and modified aircraft provide the unique capability to support SOF missions at night and during adverse weather.

Civil affairs units and personnel perform many essential functions prior to, during, and subsequent to military operations. They assist foreign governments with various governmental, public facilities, and economic functions, as well as management of displaced persons and refugees. Civil affairs personnel acquire their functional expertise from their civilian education, professions, careers, and vocations, as well as military training. The Army Reserve and Marine Corps Reserve account for 97 percent of the civil affairs units.

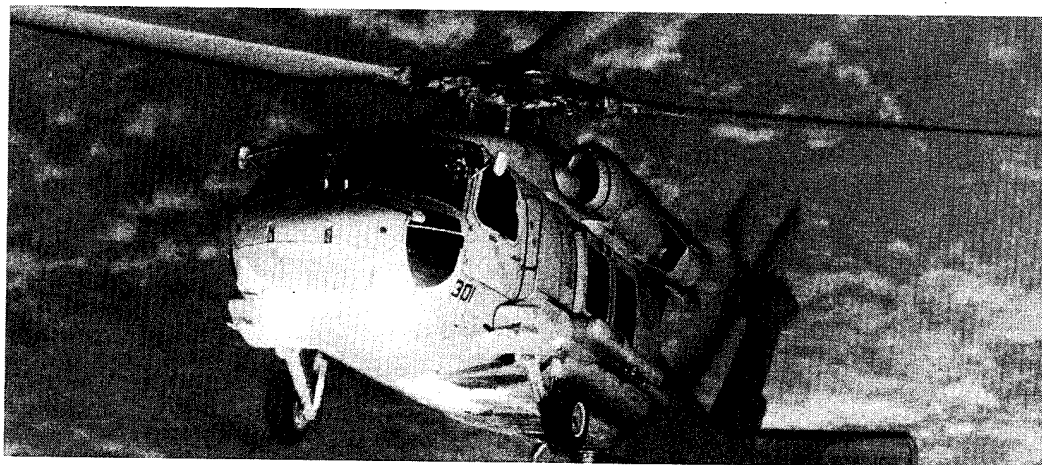
Psychological operations (PSYOP) are part of the broad U.S. political, military, economic, and informational activities. The purpose of psychological operations is to induce or reinforce attitudes and behavior that support the theater Commanders in Chief (CINCs) overall PSYOP campaign plan. Army Reserve PSYOP units are 78 percent of the Army PSYOP capability.

The Total Force dedicated 46,344 personnel to special operations, of which 13,947 were in the Reserve components. Reserve component Special Operations Forces support worldwide operations and contingencies. Reserve component contributions to Special Operations Forces are shown in Chart 2-1.

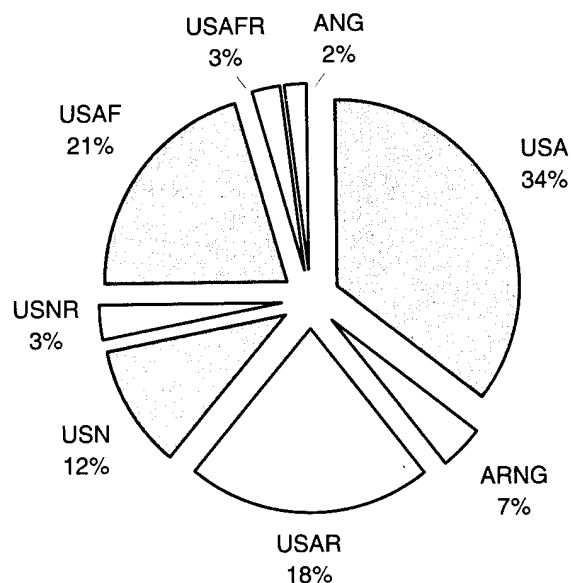
The Army National Guard has two special forces groups. One group supports Southern Command and the other group supports Pacific Command.

The Army Reserve used over 71,000 workdays in support of civil affairs and PSYOP units responding to worldwide operations. The Army Reserve force structure includes 33 psychological operation units and 36 civil affairs units as Special Operations Forces.

The Naval Reserve Naval Special Warfare units, though small in numbers, provided over 17,000 workdays of planning, staffing, equipment maintenance, and training support to Active components and joint commands during Fiscal Year 1995. Naval Special Warfare reservists participated in current operations, deployments, and exercises for five Warfighting CINCs. One Naval Reserve SEAL captain was selected to serve as Commander, Joint Special Operations Task Force PROVIDE COMFORT. The Naval Special Warfare Reserve Program includes two commissioned riverine Special Boat Units and 21 other SEAL team and Naval Special Warfare reserve units.



**Chart 2-1**  
**RESERVE COMPONENT CONTRIBUTIONS**  
**TO SPECIAL OPERATIONS FORCES**



Source: Assistant Secretary of Defense for Special Operations/Low Intensity Conflict.  
Data as of September 30, 1995.

The Marine Corps Reserve does not have units formally designated as special operations units; however, two Marine Corps Reserve civil affairs groups augment and reinforce the Active component in the same manner as other Selected Reserve units. Additionally, the Marine Corps Reserve is beginning to incorporate limited psychological operation capability into their unit structure.

The Air National Guard has one special operations unit—the 193d Special Operations Group (SOG) at Harrisburg, Pennsylvania. In addition to planned contingency tasking, the 193d SOG routinely provides volunteers to support Air Force peacetime requirements. This unit flies the EC-130 Commando Solo, the only airborne psychological operations system in the United

States Air Force and Department of Defense used to conduct psychological operations and civil affairs broadcasting in the AM, FM, TV, short-wave, and communications bands. As the only unit of its type, the 193d SOG provides a unique capability to the Air Force and actively supports requests from the Special Operations Command. During the past year, the 193d SOG participated in Operations UPHOLD DEMOCRACY and FLOWING PEN.

The Air Force Reserve has one special operations wing with two squadrons—one HC-130 “Combat Shadow” tanker unit and one MC-130E “Combat Talon I” unit. The Air Force Reserve will assume full responsibility for the MC-130E school in the summer of 1996.

## New Reserve Component Operations

Peacekeeping, peace enforcement, humanitarian assistance, and disaster relief operations place new demands on the armed forces. Peacekeeping operations typically require heavier concentrations of combat support and combat service support forces than combat operations. Emphasis is placed on medical, engineering, transportation, civil affairs, and command and control capabilities.

The mix of Active and Reserve component forces was reviewed by the Commission on Roles and Missions (CORM). The Secretary of Defense asked the Reserve Forces Policy Board (RFPB) to assess the report and its impact on the Reserve components. The Reserve Forces Policy Board's report to the Secretary of Defense contained three themes relevant to the Reserve components:

- Integration.
- Increased involvement in joint operations.
- Increased participation in peacetime operations and military operations other than war.

The RFPB did not support a CORM recommendation to assign Reserve components to Unified Commanders in peacetime. An effective relationship between the Reserve components and the Active components continues to develop an improved Total Force. In peacetime, Service Chiefs should maintain control of their respective Reserve components.

During Fiscal Year 1995 highlights include:

- The Army National Guard and Army Reserve completed participation in the Multinational Force and Observers (MFO), Sinai. Involvement in MFO Sinai included 380 Army National Guard officers and enlisted soldiers who deployed with 42 Army Reserve and 109 Active component soldiers. The MFO Sinai Task Force rotated back to Fort Bragg, North Carolina, in July 1995 and inactivated the same month.

According to MFO Land Forces Commander and the Commander, New Zealand Training Assistance Team, this was the best prepared U.S. battalion to rotate to the Sinai.

- The Naval Air Reserve Force expanded its intra-theater airlift mission with C-130T and C-20G aircraft in Fiscal Year 1995. More C-20G aircraft are scheduled for delivery in Fiscal Year 1996. The Naval Surface Reserve will assume the mobilizable afloat repair mission in the form of manning two tenders maintained in Reduced Operational Status and the Naval Reserve Seabees assumed the chemical and biological facilities decontamination mission.
- The Air National Guard and the Air Force Reserve continued conversion to conventional strategic bombing missions with the addition of the B-1 and B-52H aircraft. Pacer Coin mission was transferred to the Air National Guard. The Air Force Reserve activated its first Associate KC-135 unit.
- The Coast Guard Reserve established three new Port Security Units in Fiscal Year 1995. Three additional units are scheduled for Fiscal Year 1997 and Fiscal Year 1998.

The Bottom-Up Review determined that it is necessary to maintain multi-Service capabilities and validated the need for a balanced force that is responsive to a broad array of possible contingencies. To optimize these capabilities, the Joint and Unified Force commanders need an increased understanding of Reserve component flexibility and funding limitations. A fully integrated Total Force can enhance new missions and reduce Active component operating tempo (OPTEMPO).

In February 1995, the Secretary of Defense initiated a pilot program to provide relief from personnel and operating tempo (PERS/OPTEMPO) for the Active components. The Assistant Secretary of Defense for Reserve Affairs issued implementing guidance in May 1995. The pilot program began late in the fiscal year and was accomplished without

additional DoD funds. Reserve component commanders found creative ways to use their training and operations funds to support Reserve participation in missions that would enhance unit and individual readiness levels while supporting Active component mission requirements. The pilot program was a success in Fiscal Year 1995. In Fiscal Year 1996, DoD provided \$25 million to be used as "matching funds" with programmed funds committed by the Services and Unified commanders. The level of Reserve component participation in the early stages of Fiscal Year 1996 is highly encouraging.

### **Contingency Forces**

Under the current defense strategy and force structure, sufficient combat, combat support, and combat service support forces are available for any single contingency. However, if the Total Force is required to support more than one near simultaneous contingency, extraordinary demands will be placed on both Active and Reserve component combat support and combat service support units. A balanced Total Force is needed to provide a wide range of complimentary capabilities to cope with a changing and uncertain international environment.

### **Contingency Operations and Operational Missions**

Army National Guard and Army Reserve units participated in various joint missions and deployments to include Haiti and Multinational Force and Observers, Sinai. The Army National Guard provided over 469,650 workdays of support to the CINCs, largely with Special Forces units and aviation assets. The Army Reserve participated in Operation UPHOLD DEMOCRACY throughout Fiscal Year 1995 with postal service, military police, facilities engineer, civil affairs, psychological operations, and medium lift aviation support. More Army Reserve units are scheduled for mobilization in Fiscal Year 1996 to support Haiti. The Army National Guard and Army Reserve provided five percent of the total Army forces committed to Operation UPHOLD DEMOCRACY.

During Fiscal Year 1995, the Naval Reserve contributed more than 5,000 workdays for Operation DENY FLIGHT, more than 2,000 workdays for Operation UPHOLD DEMOCRACY, and supported Operations SOUTHERN WATCH and VIGILANT WARRIOR.

The Marine Corps Reserve provided provisional infantry companies to support Operations SAFE HAVEN and SEA SIGNAL at Guantanamo Bay, Cuba, and Panama, respectively. The Marine Corps Reserve provided Creole linguistic support for Operation UPHOLD DEMOCRACY and planning support for Operation DENY FLIGHT.

The Air National Guard participated in most major contingency operations conducted by the Air Force. Five A-10 units provided aircraft and crews for a three-month rotation in Operation DENY FLIGHT, while F-4G Wild Weasels from Boise, Idaho, conducted the unit's last six-month rotation in support of Operation SOUTHERN WATCH. Air National Guard fighter support was provided at classified locations in Southwest Asia. Fiscal Year 1995 counterdrug activities continued from Caribbean locations using Air National Guard F-15 and F-16 aircraft. Airlift and air refueling units supported Operations PROVIDE PROMISE, DENY FLIGHT, and SUPPORT/UPHOLD DEMOCRACY. During Fiscal Year 1995, Air National Guard tankers provided training support for Air Force airlift units and NATO Airborne Warning and Control aircraft.

Air National Guard Air Defense units performed counterdrug operations in a rotational support of Operation SOUTHERN SPIRIT. Using F-15 and F-16 aircraft, Air defense units provided air sovereignty coverage for the continental United States from 14 different sites. The Air National Guard assumed the manning responsibility for command and control of the air defense mission.

The Air Force Reserve provided worldwide support with fighters to Operation DENY FLIGHT and strategic airlift mission support for Operations PROVIDE COMFORT, SOUTHERN WATCH, and UNITED SHIELD. Strategic and theater airlift was provided to all Combatant commanders. This



strategic support to international movement in Fiscal Year 1995 totaled 226,000 passengers and 262,000,000 pounds of cargo.

The Coast Guard Reserve has totally integrated with its Active component and provided support to most operational missions such as the interdiction of illegal Haitian, Cuban, and Chinese immigrants, earthquake disaster relief, and oil spills. Numerous Coast Guard reservists provided harbor defense and port security in support of Operations SUPPORT /UPHOLD DEMOCRACY.

## **Theater Operations**

### **Overseas Presence**

Direct support of military operations in-theater was provided by Army National Guard public affairs, maintenance, military intelligence, logistics, and military police forces to Southern Command in Fiscal Year 1995. Nearly 150,000 workdays were used in support of overseas presence.

The Army National Guard and Army Reserve became involved in the Joint Military-to-Military Contact program in June 1993. The program provides Eastern European countries non-lethal military training. Using the Reserve component as a role model of a military force subject to civil authority, Army National Guard and Army Reserve personnel demonstrated their capability to respond to their peacetime missions.

In the European Command theater, Army National Guard and Army Reserve soldiers supported the retrograde of equipment from U.S. Army Europe (RETROEUR) and the Southern European Task Force.

### **Forward Presence Naval Forces during Peacetime**

United States' worldwide commitments and responsibilities require overseas presence. These forward deployed and forward based forces are used to deter aggression, enhance regional

stability, protect and promote U.S. interests, improve interoperability with allies, and provide timely initial crisis response.

The Naval Air Reserve provides fleet logistics support and maintains a continuous forward presence in the Mediterranean theater with C-9 and C-130 aircraft. A minimum of one C-9/C-130 aircraft is continuously detached to support fleet requirements in the Western Pacific theater. The Naval Reserve provides relief flights for the ongoing international humanitarian efforts in Bosnia and Croatia.

Naval Reserve Force provided support to Active component forward presence missions. Much of this support was directly related to Operations DENY FLIGHT, SOUTHERN WATCH, and VIGILANT WARRIOR. Projected reductions in Naval Reserve Force Fast Frigates may reduce the capability to support operational requirements.

### **Air Reserve Component Theater Air Operations**

Air National Guard and Air Force Reserve flying and ground support units are actively providing support to CINCs through air component theater commanders. Air National Guard and Air Force Reserve strategic airlift and air refueling aircraft support U.S. Transportation Command on a daily basis. Through U.S. Air Force Europe, C-130 theater airlift benefits CINC Europe, not only assisting with Bosnian humanitarian airlift operations, but through normal military support within the European theater. The Air Reserve component Operation CORONET OAK at Howard Air Force Base, Panama, supported U.S. Southern Command with C-130 theater airlift for the last 16 years. Additionally, Air Reserve component ground support units, including security police, civil engineers, aerial port, medical, and air base support personnel, assist in all overseas theaters on a nearly continuous basis. Air Reserve component forces are tasked to assist the regional CINCs with fighter, combat search and rescue, and air refueling forces

In support of U.S. Atlantic Command and Northern Air Defense Command, the Air National Guard provides all forces for the U.S. portion of North American air defense and the maintenance of U.S. territorial air sovereignty from 14 different sites using F-15 and F-16 aircraft.

### **Supporting Democracy**

The Department of Defense continued its efforts to support democracy in Central and Eastern Europe and the nations of the former Soviet Union. Through the Military-to-Military Contact program, the Army National Guard and Army Reserve provided members for Military Liaison Teams in the following countries: Albania, Belarus, Bulgaria, Hungary, Czech Republic, Estonia, Latvia, Lithuania, Poland, Romania, Slovakia, Slovenia, and Ukraine. Liaison Teams work with the United States Ambassador, Minister of Defense, and General Staff of the host-country to identify the nation's needs and to develop a work plan for U.S. assistance. Facilitating Teams are used for countries where there is not a formal agreement. During Fiscal Year 1995, participation increased because the Reserve Personnel Appropriation (RPA) account was fenced to support this program. Future success in this program is dependent on the continued availability of funds. Fencing RPA funds for the Military-to-Military Contact program will assure continued Reserve participation.

Members of the Reserve components have many skills that are useful to foreign nations Military-to-Military Contact programs. The value of the Reserve components cannot be overstated because they consist of a large pool of highly-trained and experienced individuals available for many types of missions. For example, the Army Reserve is the principal provider of certain combat support and combat service support expertise such as medical, civil affairs, engineering, maintenance, and transportation.

Army National Guard and Army Reserve soldiers, together with members of the Air National Guard and the Marine Corps Reserve, participated in Operation UJE KRISTAL, mission to complete infrastructure repair and

modifications to the Tirana Trauma Hospital in Tirana, Albania.

The Army National Guard, Army Reserve, Naval Reserve, Air National Guard, and Air Force Reserve supported Operation FUERTES CAMINOS with engineering and medical resources.

During Fiscal Year 1995, the Naval Reserve focused on Central and Eastern European countries that possess Naval forces. Naval Reserve officers and chief petty officers have assumed major leadership responsibilities as members of Travel Contact Teams and Military Liaison Teams.

The Army National Guard, Army Reserve, Naval Reserve, Marine Corps Reserve, Air National Guard, and Air Force Reserve participate in the ongoing European Command Military-to-Military Contact and the NATO Partnership for Peace programs. A wide range of civilian skills provided by Guard and Reserve personnel have been critical to the continued success of this vital mission.

Reserve participation expanded into Southeast Asia and Central Africa during Fiscal Year 1995. Fiscal resources provided a reduced number of opportunities to use the Reserve components in the mission of supporting emerging democracies.

### **Reserve Component Participation in New Mission Areas**

#### **Peacekeeping**

Peacekeeping is non-combat military operations undertaken by outside forces with the consent of all major belligerent parties, designed to monitor and facilitate the implementation of an existing truce agreement in support of diplomatic efforts to reach a political settlement to the dispute.

Peace operations encompasses peacekeeping, peace enforcement, and other military operations conducted in support of diplomatic efforts to establish and maintain peace.

Peace enforcement is the application of military force, or the threat of its use, normally pursuant to international authorization, to compel compliance with resolutions or sanctions designed to maintain or restore peace and order.

### **Army National Guard and Army Reserve**

The Army National Guard and the Army Reserve participated in the United Nation's Multinational Force and Observers (MFO), Sinai mission. The Army battalion had 109 Active, 380 Army National Guard, and 42 Army Reserve soldiers. The Army National Guard provided special forces support and the Army Reserve provided civil affairs, engineer, military police, and medical service personnel support for Operations SUPPORT/UPHOLD DEMOCRACY.

### **Air National Guard and Air Force Reserve**

Air National Guard and Air Force Reserve involvement in peace operations included the enforcement of the no-fly zones over Iraq and Bosnia and airlift support to U.S. forces in the Haiti, Somalia, Bosnia, and Iraq theaters-of-operation.

### **Coast Guard Reserve**

The Coast Guard Reserve participated in international peacekeeping operations in Haiti, to include 150 reservists who served in harbor defense command and port security units in support of Operations SUPPORT/UPHOLD DEMOCRACY.

### **Humanitarian Assistance and Disaster/Famine Relief**

Humanitarian assistance and disaster/famine relief operations are described in the Bottom-Up Review as "operations directed at alleviating human suffering and meeting the basic needs of victims of social dislocation, economic strife, political conflict, or natural disaster."

The Army National Guard deployed soldiers to conduct overseas humanitarian operations/host

nation support missions. Many of the operational missions such as FUERTAS CAMINOS in the Southern Command and UJE KRISTAL 95 in the European Command provided humanitarian assistance to host countries in Central America and Central Europe.

Army Reserve soldiers participated in humanitarian assistance and host-nation support missions under the Military-to-Military Contact program. This program and the overseas deployment training program enabled Army reservists to participate in operations in Eastern Europe and Central and South America. Numerous Medical Readiness Exercises and host-nation support operations were conducted in Central and South America. The largest host-nation support operation was FUERTES CAMINOS, which included road repair and expansion, water well drilling, road and bridge construction, and airport runway repair.

Naval Reserve C-9 and C-130T aircraft in the Mediterranean theater flew numerous relief supply flights to Bosnia and Croatia. The Naval Reserve provided increased construction support in Exercise Eastern Castle. This exercise constructed a K-span facility for use as a prosthetics laboratory for handicapped patients in Nizwa, Oman. Maritime patrol wings flew Operation SHARP GUARD, the international embargo of the former Yugoslavian states. The Naval Reserve augmented the Navy forces for peacekeeping missions in Cuba and Bosnia.

The Marine Corps Reserve provided support for humanitarian assistance in Central America as a by-product of Joint Overseas Training Support. The Marine Corps Reserve was involved in international peacekeeping activities:

- Thirty volunteers supported Cubans in refugee camps at Guantanamo Bay, Cuba.
- Ninety-four volunteers participated in UJE KRISTAL 95 in Tirana, Albania.
- Three provisional rifle companies provided security for migrants at Guantanamo Bay, Cuba.

The Air National Guard provided medical teams to several nations that required humanitarian assistance. The Air National Guard conducted a joint military medical training exercise in the Republic of Georgia and provided eye care and glasses for 2,500 patients within a two-day period. The medical team provided training to Zimbabweans in disaster preparedness. Several Air National Guard medical units deployed to Central America in support of Operation FUERTES CAMINOS. Air National Guard aeromedical evacuation units completed several humanitarian projects in Peru and other South American countries.

The Air Force Reserve participated in Operation PROVIDE PROMISE by transporting passengers and cargo. Air Force Reserve crews delivered passengers and transported cargo in support of Operations RESTORE /SUPPORT HOPE (Haiti). The Air Force Reserve routinely participated in all humanitarian airlift as directed by the Air Mobility Command.

The Coast Guard Reserve augmented Active component personnel aboard Coast Guard vessels during Operation ABLE VIGIL and provided refugee support in the Caribbean basin.

### Domestic Missions

The Department of Defense Civil-Military Cooperation office, located within the Office of the Assistant Secretary of Defense for Reserve Affairs, has the responsibility for programs that provide innovative Reserve readiness training options and community initiatives that contribute to civilian efforts in addressing underserved domestic needs. The term "civil-military program" is often used to collectively describe any joint activity between the community and the military. Command Community Relation Programs and Military Support to Civil Authorities are frequently cited as examples; however, those programs fall outside the scope of Civil-Military Cooperation which focuses on readiness training. As part of the *1995 Defense Authorization Act*, Congress authorized \$72.3 million dollars for two major projects:

- Unit and individual combat skills readiness training (Section 410, Title 10, U.S.C.).
- Youth training projects (The National Guard Challenge and STARBASE Programs) (Section 1091, *1993 Defense Authorization Act*).

### Unit and Individual Combat Readiness Training Conducted in the Civilian Community

Legislation passed in Fiscal Year 1993 that authorized military readiness training to be conducted off military installations in local communities around the United States, its territories, and possessions. The goal of the legislation was to combine individual and unit readiness training with tangible community benefit. Combat support and combat service support units and individuals train and hone their wartime skills in the areas of medical, dental, engineering, and infrastructure support and at the same time alleviate pressing community needs in these same areas. More than 20 engineering and infrastructure and 7 medical programs in 24 states have been funded using \$9 million, along with \$3 million added for Operation GUARDCARE. Some of these training programs are:

- KOTZEBUE CARE 95: Navy medical and dental personnel assigned to the Marine Corps Reserve and engineers from Marine Forces Reserve participated in a joint training exercise with the Alaska National Guard above the Arctic Circle in Alaska. Personnel conducted medical and engineering training in six remote Eskimo villages in the Northwest Arctic Borough.
- GUARDCARE: This program is based on successful medical readiness training exercises which have provided medical services to Latin/South American civilians. It provides viable "hands-on" medical sustainment training for wartime readiness with actual patients. National Guard units and personnel train while assisting medically underserved American communities in Alabama, Arkansas,

Colorado, Florida, Louisiana, Kentucky, Maryland, Michigan, Missouri, Nevada, Tennessee, and Washington.

- REEF-EX: Army Reserve, Army National Guard, and Naval Reserve units supported a pilot project which used obsolete tanks to construct artificial reefs in coastal waters. Readiness training was accomplished in staff planning, hazardous material handling, rail loading, port operations, and barge loading and movement.
- CAREFORCE: "Hands-on" medical readiness training is accomplished by National Guard personnel working in inner-city trauma centers and emergency rooms. This creative program uses new technology to enhance decision-making skills during wartime mass casualty and triage situations.
- NATIVE AMERICAN COMMUNITY: Provides readiness training through engineering and medical projects in native American communities. In Fiscal Year 1995, Guard and Reserve members of the Army National Guard, Army Reserve, Naval Reserve, Marine Corps Reserve, Air National Guard, and Air Force Reserve participated in training opportunities such as "Winslow", "Alaska Area Native Health Service", "UTE Project", and the "Clifton-Choctaw Road Project".
- TRANSAM PROJECT (Transfer of DoD Excess Medical and Other Supplies To Native Americans): Army Reserve, Marine Corps Reserve, and Air Force Reserve personnel received valuable "hands-on" joint service and interagency training. Air and ground transportation techniques and skills were enhanced through the location, identification, preparation, transport, and delivery of medical equipment and supplies to over 120 native American locations.
- OPERATION CRESENT CITY: Marine Corps Reserve engineers received training by working on infrastructure repairs in New Orleans.

- SEA PARTNERS: A Coast Guard Reserve program which utilized reservists to educate civic groups, school children, recreational boaters, environmental organizations, and the marine industry concerning marine pollution. Sea Partners teams worked effectively in forging valuable partnerships in their communities and successfully demonstrated the value of using education as a tool to enhance compliance with marine environmental protection requirements. This program promotes public awareness in an effort to prevent pollution before it becomes a regulatory issue. Over 300 Coast Guard reservists provided information to approximately 600,000 people in 47 port communities.

#### **Youth Training: Military Leadership Transforming Youth-at-Risk**

- The National Guard Challenge Program operates in 15 states and is a 22-week residential program for 16-18 year old high school drop-outs. Core components of the program include citizenship, GED/high school diploma attainment, life-coping skills, community projects, health and hygiene skills training, leadership development, and physical training.
- STARBASE is a non-residential program that focuses on providing education and training in science, mathematics, the use of technology, and personal holistic growth to disadvantage youth, K-12 grade. Operating in 18 sites the program seeks to accomplish the objective of improved math and science knowledge through experiential learning process that includes simulations and experiments in aerospace related fields. The National Guard, Air Force Reserve, and the Navy are currently operating these sites.

Military readiness remains the single most important priority of the Department of Defense. The increased scrutiny of the DoD budget coupled with an austere funding environment implies the need for utilization of existing opportunities and resources in a more creative and innovative way that facilitates maximum readiness training benefit

for the dollars spent. The Civil-Military Cooperation Program leverages the defense dollar into a "double bang for the buck". Unit and individual military readiness training is conducted in a real environment with tangible results. These projects expose the military to the communities and builds on the critical relationship and connection between the military and the country.

### **Other Reserve Activities That Support Community Relations Programs**

The Reserve components have command sponsored community relations programs that help the community and add value to America primarily through volunteer programs. These programs are often cited as other Civil-Military Cooperation programs, but are outside the scope of the aforementioned programs.

The Army National Guard participated in two additional community projects. Army National Guard engineers used combat skills to build roads in support of the Benedum Airport, West Virginia. The Oregon community service projects used readiness skills to support a number of local construction projects in conjunction with the Oregon Veterans Administration.

The Naval Reserve provided volunteers for Campaign Drug Free, Drug Abuse Resistance Education, and Adopt-A-School programs. Additionally, the Naval Reserve provided volunteers to conduct tutorial sessions designed to improve academic and life coping skills.

Air Force Reserve's Project GALILEO airlifted Mississippi school teachers to Robins Air Force Base, Georgia, to perform critical mathematics and science experiments pertinent to aviation and navigation.

The Coast Guard Reserve encouraged individual commands to provide tutors, mentors, and administrative help to local schools and to the Coast Guard Junior Reserve Officer Training Corps program. The Coast Guard Reserve provided guest speakers, field trips, audio-visual materials, and presentations at

Coast Guard bases to inner city youth. The Coast Guard's support of diversity is reflected in its special emphasis programs and a broad spectrum of Coast Guard personnel have been active in promoting cultural awareness.

## **Counterdrug Operations**

### **Drug Interdiction Operations**

During Fiscal Year 1995, the Army National Guard provided assistance to various law enforcement agencies, principally the U.S. Customs Service. The Army National Guard supported law enforcement agencies in anti-drug activities in all 54 states and possessions. Overall, the Army National Guard conducted 6,788 supply reduction/interdiction operations, using 718,102 workdays. The Army National Guard contributed to substantial seizures of illegal drugs, as well as arrests and currency confiscation.

The Army Reserve participated in drug interdiction missions, providing medical evacuation support to ground operations, heavy lift support, and aviation support to the Army National Guard and the Drug Enforcement Agency. The Army Reserve participated in intelligence operations ranging from tactical analysis support to federal agencies regarding drug trafficking and money laundering to strategic studies of drug trafficking and organized crime affecting governments in developing countries and the former Soviet Union. The Army Reserve provided intelligence analysis for American embassies and the Drug Enforcement Agency. The Army Reserve provided transportation support to many local and federal agencies and linguists to several federal agencies to translate foreign documents relating to narcotics trafficking and gang activities in the United States.

Naval Reserve Force ships provided 464 steaming days (18.5 percent of total Navy) in support of counterdrug operations in the Caribbean, off both coasts of South America, and in the Pacific from Mexico to California. Mobile inshore undersea warfare units contributed intelligence on shipping traffic movement for law

enforcement agencies. Naval Reserve security group units provided linguistic support. Naval Reserve participation in the reduction of illegal drug trafficking also included maritime patrol operations in the Eastern Pacific, the Gulf of Mexico, and the Caribbean; airborne early warning operations from Howard Air Force Base, Panama, and Roosevelt Roads, Puerto Rico; and tactical air reconnaissance missions in the southwestern United States.

The Marine Corps Reserve provided counterdrug operational support to law enforcement agencies through personnel, equipment, and mission-related training. General support was provided through specific military skills, transportation and engineer support, and training. Missions included aerial and ground reconnaissance, listening and observation posts, engineering, and construction. Individual units received counterdrug training in night-vision goggle use and sensor operations. Mobile Training Teams conducted courses in intelligence, counter-terrorism, and a counterdrug course for the Navy/Marine Intelligence Training Center. Instructors coordinated training for sensor control and management platoon counterdrug operations.

Air National Guard personnel continued to provide support to federal, state, and local law enforcement agencies conducting counterdrug activities. All personnel participating in the counterdrug program are volunteers, with no negative impact on Air National Guard training, readiness, or mobilization being reported.

The deployment of air defense assets remains one of the most cost-effective counterdrug programs and has been instrumental in interdicting suspected drug trafficking aircraft ranging in size from small single-engine aircraft to four-engine cargo planes.

At the request of the U.S. Customs Service and the Commander in Chief, U.S. Atlantic Command, the Air National Guard staffs one full-time radar site in the Caribbean area-of-operation. This radar deployment has been instrumental in the detection and monitoring of suspected drug trafficking aircraft entering the Bahamas. Within this once

prosperous trans-shipment area, the Air National Guard radars, in conjunction with other assets, have provided nearly 100 percent radar tracking continuity of suspected aircraft. Air National Guard radar deployments monitor the airways year-round. Air National Guard air control units deploy personnel and equipment on a four-to-six week rotational basis with personnel rotations every two weeks.

The Air National Guard has modified a number of C-26B aircraft for the drug interdiction program. This innovation still allows the aircraft to perform its normal operational support mission. Fifty percent of the aircraft's programmed flying time is available for the drug interdiction role. The C-26B aircraft are modified to accept a sensor pod and a roll-on/roll-off operators console. The sensors include a forward-looking infrared radar and television for aerial observation of suspected drug-related activities. Only 10 of these aircraft have been fielded. Photographs and aerial observation have greatly helped the drug law enforcement agencies.

The Air Force Reserve supported drug interdiction by providing transportation of controlled delivery drugs, marijuana eradication, civil engineering projects, maritime patrol, intelligence analysts, linguist translators, mobile training teams, and forward looking infrared missions.

Coast Guard Reserve personnel augment Active component commands involved in law enforcement and drug interdiction. The Coast Guard Reserve plays a key role in counterdrug operations on a daily basis.

## Summary

Domestic missions are not new to the Reserve components. However, peacetime missions have not been integrated into decision criteria that determine Reserve component force structure. The Guard and Reserve continue to perform these missions without formal recognition of requirements in their force structure documents.

The Reserve components can assume additional missions with adequate funding. Funding for all

operations is austere and more critical than in recent times. With the continued downsizing of the forces in Europe and the return of equipment to the United States, Reserve component equipment shortages should be reduced to enhance Total Force readiness.

The BUR provided an important beginning to define armed forces roles, missions, and functions in selected areas, and to build on the recommendations of the Chairman, Joint Chiefs of Staff, Roles and Missions Report. The CORM further defined roles and missions in its report, but stressed Reserve component integration. The theme of total integration of Active and Reserve forces should result in better Reserve component utilization. If used properly, the Reserve components can optimize the concept of "compensating leverage" and reduce Active component tempo, as well as provide a strategic hedge. As the transition continues from Base Force to the post-Cold War environment, several important matters raised in the Bottom-Up Review

and now incorporated into the national security policy and defense planning will require further attention and definition. The concept of a strategic Reserve Force is noticeably missing from the current major regional conflicts scenario. The Reserve components remain ideally positioned to enhance national security with efficient and cost-effective forces that reconfirm the Total Force, first articulated by former Secretary of Defense Melvin Laird 25 years ago.

The Reserve components are capable of either assuming or contributing to the Active components' missions. The scope of that capability may be limited by the response time imposed, the quantity of appropriate equipment, or the number of skilled personnel available. However, these factors do not prevent the Reserve components from being assigned functions that require high skill levels and quick response. With adequate pre-planning and resourcing, the Reserve components have repeatedly demonstrated the capacity to respond quickly.





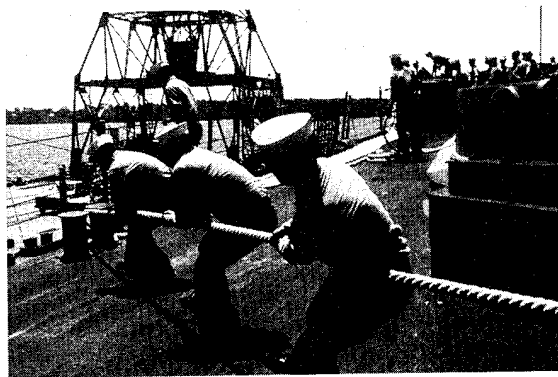


# Personnel

# 3

*"It has become the personal commitment of every citizen-soldier that has turned the Total Force concept into what it has become today."*

*Honorable Melvin R. Laird,  
Former Secretary of Defense*



## Introduction

**T**he drawdown of Reserve component personnel and units continued during Fiscal Year 1995 to meet the objectives of the Bottom-Up Review.

Although incentive programs were used by the Reserve components to maintain acceptable manning levels, Fiscal Year 1995 was a turbulent year for affected units and personnel. Some components experienced a steep decline in membership as their assigned end strength dropped well below programmed end strength. Additionally, the increased use of Reserve component personnel for Active component operations contributed to this decline in membership. The Department of Defense (DoD) initiated several actions to ease the loss of income for Reservists and reduce the financial impact on employers, both of which are under consideration by the Congress.

## Personnel Strengths

### Authorized Strength-Selected Reserve

The congressionally-authorized Selected Reserve end strength for Fiscal Year 1995, which includes units and individuals determined by their respective Services as essential to initial wartime missions, is depicted in Table 3-1. The total numbers represent an approximate overall decline of 3.3 percent from the previous year, indicating that the drawdown is slowing.

### Assigned Strength-Selected Reserve

Table 3-1 depicts the actual assigned end strength for each Selected Reserve for Fiscal Year 1995. All Reserve components failed to achieve authorized end strengths because of:

- Turbulence due to reorganizing and downsizing.
- Lack of incentive programs for the Army National Guard (necessitated by an internal realignment of funds).

**Table 3-1**  
**SELECTED RESERVE AUTHORIZED/ASSIGNED END STRENGTHS**

| Component            | FY94 <sup>1</sup><br>Authorized | FY95 <sup>1</sup><br>Authorized | FY95<br>Budgeted | FY95 <sup>2</sup><br>Assigned | Fill<br>Rate | FY96 <sup>3</sup><br>Authorized |
|----------------------|---------------------------------|---------------------------------|------------------|-------------------------------|--------------|---------------------------------|
| Army National Guard  | 410,000                         | 400,000                         | 387,000          | 374,930                       | 96.9%        | 373,000                         |
| Army Reserve         | 260,000                         | 242,000                         | 242,000          | 241,300                       | 99.7%        | 230,000                         |
| Naval Reserve        | 118,000                         | 102,960                         | 100,710          | 100,597                       | 99.9%        | 98,894                          |
| Marine Corps Reserve | 42,200                          | 42,000                          | 41,000           | 40,933                        | 99.9%        | 42,274                          |
| Air National Guard   | 117,700                         | 115,581                         | 115,581          | 109,825                       | 95.0%        | 112,707                         |
| Air Force Reserve    | 81,500                          | 78,706                          | 78,706           | 78,267                        | 99.4%        | 73,969                          |
| Coast Guard Reserve  | 10,000                          | 8,000                           | 8,000            | 7,340                         | 91.8%        | 8,000                           |
| Total                | 1,039,400                       | 989,247                         | 972,997          | 953,192                       | 98.0%        | 938,844                         |

**Notes:**

1. National Defense Authorization Act for Fiscal Years 1994 and 1995.

2. Reflects Fiscal Year 1995 actual end strength.

3. Figures are preliminary pending final passage of FY96 Defense Authorization Bill.

Sources: DoD Comptroller and Office of the Assistant Secretary of Defense for Reserve Affairs.

Data as of September 30, 1995.

- Failing to achieve accessions requirements by the United States Army Recruiting Command for the Army Reserve.
- Perceiving that the Military Services no longer needed new personnel or offered a good career choice.
- Greater-than-anticipated release of personnel by the Air Force Reserve due to the drawdown.
- Shortage of experienced recruiters.

### **Individual Ready Reserve/Inactive National Guard**

Despite the continued drawdown of the Military Services during Fiscal Year 1995, a significant decline in the number of trained personnel assigned to the Individual Ready Reserve/Inactive National Guard occurred. Although the Services expected this decline, it constitutes a sudden reversal from the rapid increase in membership of previous years. Table 3-2 reflects the membership of the Individual Ready Reserve/Inactive National Guard for Fiscal Year 1995.

All Reserve components conducted screenings of a sample of their Individual Ready Reserve (IRR) personnel. However, the number of reported screenings decreased during Fiscal Year 1995 from the previous year due to reduced funding. The Army Reserve conducted its IRR screening with one-day musters and mail screenings. The Naval Reserve conducted a mail screening of its personnel. The method of screening used by the Marine Corps Reserve and Air Force Reserve was a one-day muster. Musters are directed by Section 12319, Title 10, United States Code to ensure the availability of Ready Reservists for mobilization. Activities conducted during a one-day muster include reviewing and screening personnel and medical records.

### **Standby Reserve**

The Standby Reserve consists of personnel who have been designated as key civilian employees or who have a temporary hardship or disability and wish to maintain their military affiliation without being in the Ready Reserve. These individuals can be mobilized in times of national emergency, if necessary. Table 3-3 depicts the strength of the Standby Reserve for Fiscal Year 1995.

**Table 3-2**  
**INDIVIDUAL READY RESERVE/INACTIVE NATIONAL GUARD**

|       | <u>FY94</u>  | <u>FY95</u>  | <u>% Change</u> |
|-------|--------------|--------------|-----------------|
| IRR   | 783,514      | 688,754      | -12.1%          |
| ING   | <u>6,770</u> | <u>6,642</u> | <u>-1.9%</u>    |
| Total | 790,284      | 695,196      | -12.0%          |

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.  
Data as of September 30, 1995.

### Retired Reserve

The Retired Reserve consists of officers and enlisted personnel who receive retired pay on the basis of their active and/or reserve service, or who have qualified for retired pay at age 60, but have not yet reached that age. Table 3-4 depicts the total Retired Reserve.

### Full-Time Support

Full-time support (FTS) personnel play an important role in maintaining the readiness of the Reserve components. FTS personnel perform the day-to-day unit administrative, logistical, and operational requirements, enabling drilling Reservists to devote the majority of their time to training.

**Table 3-3**  
**STANDBY RESERVE**

|                 | <u>FY94</u> | <u>FY95</u> | <u>% Change</u> |
|-----------------|-------------|-------------|-----------------|
| <b>Active</b>   |             |             |                 |
| DoD             | 3,334       | 3,157       | -5.3%           |
| USCGR           | 3           | 2           | -33.3%          |
| <b>Inactive</b> |             |             |                 |
| DoD             | 22,166      | 22,347      | 0.8%            |
| USCGR           | <u>609</u>  | <u>270</u>  | <u>-55.7%</u>   |
| <b>Total</b>    | 26,112      | 25,776      | -1.3%           |

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.  
Data as of September 30, 1995.

**Table 3-4**  
**RETIRED RESERVE<sup>1</sup>**

| <u>Category</u> | <u>FY94</u>      | <u>FY95</u>      |
|-----------------|------------------|------------------|
| Awaiting Pay    | 124,530          | 171,315          |
| Receiving Pay   | 206,800          | 287,468          |
| Retired Active  | <u>1,313,664</u> | <u>1,260,291</u> |
| Total           | 1,644,994        | 1,719,074        |

Note:

1. Figures depict Retired Reserve members who are not disabled.

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.  
Data as of September 30, 1995.

FTS categories are as follows:

- **Reservists on Full-Time Active Duty**

National Guard or Reserve members of the Selected Reserve who serve on active duty for the purpose of organizing, administering, recruiting, instructing, or training Reserve component units. This classification includes Active Guard/Reserve (AGR), Naval Reserve Training and Administration of the Reserve (TAR), Marine Corps Active Reserve (AR), Air Force Reserve Statutory Tour personnel and Coast Guard Reserve Program Administrator. While full-time Reservists serve under Title 10, United States Code, National Guard personnel serving within their state boundaries normally serve under the provisions of Title 32, United States Code. All National Guard personnel convert to Title 10 prior to any overseas movement.

- **Military Technicians**

Military technicians are drilling Reservists who are also federal civilian employees hired under Title 5 or Title 32 of the United States Code. They provide skilled full-time support to Reserve organizations and units. Military technicians are required, as a condition of their employment, to be members of the Selected Reserve in the component they support and simultaneously maintain civil service status. The Army National Guard, Army Reserve, Air National Guard, and Air Force Reserve are the only components that employ this category of FTS.

The most significant issue that impacted full-time support personnel in Fiscal Year 1995 was the proposed reduction of military technicians. The DoD effort to reduce the civilian workforce commensurate with the reduction in military forces resulted in the removal of fences protecting a number of civilian personnel categories previously exempted, to include military technicians. Reductions in military technician strengths were programmed consistent with reductions in other DoD civilian personnel from Fiscal Year 1995 through Fiscal Year 1999. These reductions were part of the work year limitations

imposed by the *Federal Workforce Restructuring Act of 1994*. As a long-term solution, DoD proposed legislation that would establish military technicians as a separate category of civilian employees, not to be included in general civilian workforce reductions.

The goal of reducing civilian end strength conflicts with the military technician program as a readiness/peacetime support enhancer. The current DoD plan would result in a marked reduction over the Five Year Defense Plan cycle. Fiscal Years 1995 and 1996 congressional language prohibits military technician reductions that are not the direct result of force structure reductions. The Air Reserve Components restored original 1995 program strength levels; the Army did not.

If military technician reductions are effected in the Army National Guard, surface maintenance could be faced with the closure of Organizational Maintenance Shops or foregoing equipment maintenance in battalion size organizations. Additionally, Contingency Force Pool units and Enhanced Readiness Brigades could see readiness ratings drop. There would be similar impact on Army National Guard aviation units. Army Aviation support facilities that provide full-time maintenance personnel and instructor pilots for Army National Guard aviation units could see manning levels fall below 50 percent with technician reductions.

The Army Reserve military technicians directly support the Army Reserve units to meet the warfighting mission of America's Army. The Army Reserve is the lowest resourced FTS component in the Department of Defense. Current technician programmed reductions will adversely affect readiness.

The Air National Guard expects arbitrary technician reductions in excess of seven percent over the Five Year Defense Plan. However, the Air National Guard can lessen the short-term impact on combat capability through military technician reductions in support functions. This approach to military technician reductions,

however, will become a quality of life issue leading to difficulty in retaining high quality personnel required for sustaining worldwide contingency missions and operations.

The Air Force Reserve is facing a critical issue—the reduction in civilian authorizations, both Air Reserve Technicians and non-Air Reserve Technician civilians. The non-programmatic reductions of 996 technicians cannot be accomplished without significantly reducing force structure, warfighting readiness, or inactivating a unit.

- **Active Component**

Active component military personnel who are assigned or attached to Reserve component organizations and units to provide advice, liaison,

management, administration, training, and/or maintenance support. All Coast Guard military personnel assigned to FTS positions are in this classification; however, these positions are paid from Coast Guard Reserve training appropriations, not Active component appropriations.

- **Civil Service**

Civil Service personnel are federal employees, other than MTs, who provide full-time support to Reserve components, but do not occupy military technician positions and are not required to be members of the Selected Reserve.

Table 3-5 lists the full-time support personnel strength by category for each Reserve component.



**Table 3-5**  
**FULL-TIME SUPPORT PERSONNEL STRENGTHS**

|   | <u>Army<br/>National<br/>Guard</u> | <u>Army<br/>Reserve</u> | <u>Naval<br/>Reserve</u> | <u>Marine<br/>Corps<br/>Reserve</u> | <u>Air<br/>National<br/>Guard</u> | <u>Air<br/>Force<br/>Reserve</u> | <u>DoD<br/>Total</u> | <u>Coast<br/>Guard<br/>Reserve</u> | <u>Total</u> |
|---|------------------------------------|-------------------------|--------------------------|-------------------------------------|-----------------------------------|----------------------------------|----------------------|------------------------------------|--------------|
| <b>AGR/TAR Personnel<sup>1,2</sup></b>                                    |                                    |                         |                          |                                     |                                   |                                  |                      |                                    |              |
| Required  | 40,330                             | 20,034                  | 17,510                   | 2,559                               | 9,815                             | 799                              | 91,047               | 0                                  | 91,047       |
| Authorized  | 23,650                             | 11,940                  | 17,510                   | 2,285                               | 9,098                             | 648                              | 65,131               | 0                                  | 65,131       |
| Assigned  | 23,369                             | 11,940                  | 16,515                   | 2,251                               | 9,127                             | 653                              | 63,855               | 0                                  | 63,855       |
| <b>Military Technicians<sup>2</sup></b>                                   |                                    |                         |                          |                                     |                                   |                                  |                      |                                    |              |
| Required  | 39,340                             | 11,040                  | 0                        | 0                                   | 27,702                            | 10,425                           | 88,507               | 0                                  | 88,507       |
| Authorized  | 27,394                             | 7,004                   | 0                        | 0                                   | 24,210                            | 10,425                           | 69,033               | 0                                  | 69,033       |
| Assigned  | 25,190                             | 6,550                   | 0                        | 0                                   | 24,178                            | 9,432                            | 65,350               | 0                                  | 65,350       |
| <b>Active Component<sup>3</sup></b>                                       |                                    |                         |                          |                                     |                                   |                                  |                      |                                    |              |
| Required  | 0                                  | 1,284                   | 2,270                    | 4,263                               | 945                               | 743                              | 9,505                | 473 <sup>4</sup>                   | 9,978        |
| Authorized  | 99                                 | 1,262                   | 5,863                    | 4,016                               | 941                               | 743                              | 12,924               | 473 <sup>4</sup>                   | 13,397       |
| Assigned  | 144                                | 920                     | 5,821                    | 4,273                               | 939                               | 630                              | 12,727               | 473 <sup>4</sup>                   | 13,200       |
| <b>Civil Service</b>  |                                    |                         |                          |                                     |                                   |                                  |                      |                                    |              |
| Required  | 624                                | 1,853                   | 2,320                    | 161                                 | 1,921                             | 6,206                            | 13,805               | 104                                | 13,909       |
| Authorized  | 463                                | 1,588                   | 2,611                    | 155                                 | 1,775                             | 5,537                            | 12,129               | 104                                | 12,233       |
| Assigned  | 477                                | 1,506                   | 2,611                    | 145                                 | 1,554                             | 5,949                            | 12,242               | 104                                | 12,346       |
| <b>Totals</b>   |                                    |                         |                          |                                     |                                   |                                  |                      |                                    |              |
| Required  | 80,294                             | 34,211                  | 22,100                   | 6,983                               | 40,383                            | 18,173                           | 202,144              | 577                                | 202,721      |
| Authorized  | 51,606                             | 21,794                  | 25,984                   | 6,456                               | 36,024                            | 17,353                           | 159,217              | 577                                | 159,794      |
| Shortfall   | (28,688)                           | (12,417)                | 3,884                    | (527)                               | (4,359)                           | (820)                            | (43,647)             | 0                                  | (43,647)     |
| <b>Percent Authorized of<br/>Required</b>                                 | 64.3%                              | 63.7%                   | 117.6%                   | 92.5%                               | 89.2%                             | 95.5%                            | 78.5%                | 100%                               | 78.5%        |
| Assigned  | 49,180                             | 20,916                  | 24,947                   | 6,669                               | 35,798                            | 16,664                           | 154,174              | 577                                | 154,751      |
| <b>FTS Authorizations<br/>as a Percent of<br/>Authorized End Strength</b> | 12.9%                              | 9.0%                    | 25.2%                    | 15.4%                               | 30.9%                             | 22.0%                            | 15.6%                | 7.2%                               | 15.7%        |

## Notes:

1. Includes AGR in the Army, officers and enlisted on Statutory Tours in the Air Force Reserve, TAR in the Naval Reserve, and Reserve military FTS in the Marine Corps Reserve.
2. Air National Guard AGR and MT positions can be filled by either status personnel. All ANG requirements are shown as Military Technicians. USAR includes SOF technicians.
3. Includes Active component personnel assigned or attached to Reserve component organizations who provide support exclusively to the Reserve components.
4. Includes Reserve Program Administrators.

Sources: Office of the Assistant Secretary of Defense for Reserve Affairs and the Reserve components.  
Data as of September 30, 1995.



## Individual Mobilization Augmentees

The Individual Mobilization Augmentee (IMA) program provides trained individual members of the Selected Reserve to augment both Active component commands and organizations that have wartime requirements above their peacetime strength authorizations and other departments or agencies of the U.S. Government such as the Federal Emergency Management Agency (FEMA). Department of Defense Directive 1235.11, *Management of Individual Mobilization Augmentees (IMAs)*, specifies training, position, and participation requirements for the IMA program. However, current policy restricts the authorization of IMAs to only wartime mobilization requirements. This policy restriction is under review and, if lifted, would provide greater flexibility in authorizing IMA personnel for peacetime operations. The Army National Guard and Air National Guard do not have IMA programs.

IMA personnel are required to perform 12-to-14 days of annual training in their mobilization assignment. However, all authorized positions

are not filled, but, all assigned positions are fully funded, except for the Army Reserve.

The Army Reserve funded 56 percent of its annual training requirements during Fiscal Year 1995. This is a significant decline from Fiscal Year 1994. All Naval Reserve IMA annual training requirements were funded and all personnel assigned to these IMA positions attended annual training. The Marine Corps Reserve was funded to fill 1,664 positions. The Air Force IMA program had 12,402 positions authorized and funded for Fiscal Year 1995. Eighty-three percent of the Air Force assigned IMAs attended annual training. The Coast Guard IMAs have traditionally been assigned to the Selective Service System and FEMA, where a few vacancies exist because qualified individuals cannot be identified to fill positions in certain geographic areas. Under the Team Coast Guard reorganization, approximately 7,000 Selected Reserve members will be individually assigned to Active component command operational control during early 1996.

Table 3-6 depicts the IMA program.

**Table 3-6**  
**INDIVIDUAL MOBILIZATION AUGMENTEES**

| Component <sup>1</sup>     | Officer  |            |          | Enlisted |            |          | Total<br>Assigned<br>Off & Enl |
|----------------------------|----------|------------|----------|----------|------------|----------|--------------------------------|
|                            | Required | Authorized | Assigned | Required | Authorized | Assigned |                                |
| Army Reserve               | 14,249   | 9,738      | 9,484    | 4,149    | 3,262      | 2,511    | 11,995                         |
| Naval Reserve <sup>2</sup> | 259      | 259        | 214      | 33       | 33         | 22       | 236                            |
| Marine Corps Reserve       | 1,888    | 1,603      | 1,554    | 2,028    | 837        | 830      | 2,384                          |
| Air Force Reserve          | 8,935    | 6,917      | 6,866    | 8,093    | 5,485      | 5,292    | 12,158                         |
| Coast Guard Reserve        | 46       | 46         | 30       | 0        | 0          | 0        | 30                             |

**Notes:**

1. Neither the Army National Guard nor the Air National Guard has an IMA program.

2. All Naval reservists assigned to IMA-type billets are Category A reservists, 48 drills plus annual training.

Sources: Office of the Assistant Secretary of Defense for Reserve Affairs and the Reserve components.  
Data as of September 30, 1995.

## Strength Management Programs

### Recruiting

Recruiting continued to be a major concern for most of the Reserve components during Fiscal Year 1995.

The Army National Guard's recruiting objectives were not achieved during Fiscal Year 1995. Additionally, the Army National Guard experienced a significant decline in the number of accessions from active duty. These recruiting shortages were compounded by a combination of factors that included a suspension of incentive programs (necessitated by an internal realignment of funds), a shortage of recruiters, and a declining pool of eligible personnel.

The Army Reserve's recruiting objectives were achieved in Fiscal Year 1995 with 48,098 enlisted gains against an adjusted target of 47,732. The Army Reserve relies on the United States Army Recruiting Command (USAREC) and the United States Army Personnel Command (PERSCOM) to meet recruiting objectives. The Army Reserve experienced a significant decline in the number of soldiers transitioning from the Active Army into the Army Reserve, especially at the lower enlisted grades.

The Naval Reserve met its Fiscal Year 1995 officer and enlisted strength objectives.

During Fiscal Year 1995, the Marine Corps Reserve exceeded accessions in all categories to include officer, enlisted, and non-prior service. Additionally, the Marine Corps Reserve showed a substantial increase in the number of personnel transitioning from the Active Marine Corps into the Selected Marine Corps Reserve.

The Air National Guard's prior service accessions dropped from 9,177 in Fiscal Year 1994 to 8,371 in Fiscal Year 1995 primarily because commanders were reluctant to access new individuals. This approach was predicated on the pending drawdown for Fiscal Year 1996.

However, the number of accessions for officers and enlisted personnel transitioning from the Active Air Force into the Air National Guard increased slightly during Fiscal Year 1995.

Similarly, the Air Force Reserve experienced a drop in prior service accessions between Fiscal Year 1994 and Fiscal Year 1995 from 9,059 to 8,610, respectively. The Air Force Reserve was generally successful in meeting recruiting expectations. The Air Force Reserve capitalized on the large pool of prior service personnel because of the drawdown. The Air Force Reserve expects this prior service personnel pool to decrease in the future.

The Coast Guard Reserve was unable to meet its authorized strength in Fiscal Year 1995. This is the result of a conscious decision to suspend recruiting efforts in March 1993 due to the pending downsizing of the Coast Guard Reserve. Standard recruiting policy and procedures did not provide sufficient accessions of non-prior service personnel during Fiscal Year 1995. The Coast Guard Reserve showed a net increase in prior service personnel.

### Retention

Retention is the cornerstone of personnel readiness. Yet, several Reserve components did not meet their stated retention objectives for Fiscal Year 1995 due largely to personnel downsizing and/or restructuring of existing units.

During Fiscal Year 1995, the Army National Guard did not meet its overall retention goal for the year, despite a significant increase in the retention rate for career personnel.

The Army Reserve does not have a published retention rate as a goal. During Fiscal Year 1995, the Army Reserve improved its retention rate compared to previous years.

The Naval Reserve does not have a formal retention rate as a goal due to the uncertainty of retention numbers during its recent drawdown.

The Naval Reserve is currently in the process of revising its post-drawdown retention baseline which will result in the ability to set realistic retention goals.

The Marine Corps Reserve does not have a published retention rate as a goal. During Fiscal Year 1995, the Marine Corps Reserve retention rate decreased.

The Air National Guard exceeded its retention goal for Fiscal Year 1995. Although reenlistments for first term personnel declined slightly from the previous year, the Air National Guard rate exceeded that of all other Reserve components. Reenlistments for careerists improved and was the highest of all Reserve components. However, this success is in jeopardy if impending grade reductions are imposed since they threaten career progression, potentially impacting future retention rates.

The Air Force Reserve declined slightly in its first term and career retention rates. Yet, the overall retention goal was significantly exceeded for the fiscal year.

The Coast Guard Reserve does not track reenlistment rates in sufficient detail to provide retention data.

Table 3-7 lists Reserve component reenlistment rates.

### Medical Recruiting and Retention

Reserve component strength for health care professionals is a concern. Recruiting requirements for physicians and nurses were higher than actual accessions during Fiscal Year 1995. However, the percentage of actual assigned medical personnel increased from the previous year for all Reserve components, especially for the Army Reserve. This increase in assigned strength for the Army Reserve can be attributed to the inactivation of 182 medical units during Fiscal Year 1995. Even with unit deactivations, there is a significant shortfall of

**Table 3-7**  
**REENLISTMENT RATES**

| <b>Component</b> <sup>1</sup>     | <b>First Term</b> |             |                   | <b>Beyond First Term</b> |             |                   |
|-----------------------------------|-------------------|-------------|-------------------|--------------------------|-------------|-------------------|
|                                   | <b>FY94</b>       | <b>FY95</b> | <b>Difference</b> | <b>FY94</b>              | <b>FY95</b> | <b>Difference</b> |
| Army National Guard               | 49%               | 69%         | 20%               | 70%                      | 91%         | 21%               |
| Army Reserve <sup>2</sup>         | 74%               | 75%         | 1%                | 86%                      | 86%         | 0%                |
| Naval Reserve <sup>3</sup>        | NA                | NA          | NA                | NA                       | NA          | NA                |
| Marine Corps Reserve <sup>4</sup> | 77%               | NA          | NA                | 81%                      | NA          | NA                |
| Air National Guard                | 91%               | 89%         | -2%               | 86%                      | 91%         | 5%                |
| Air Force Reserve                 | 86%               | 85%         | -1%               | 95%                      | 95%         | 0%                |

**Notes:**

1. Data not available for Coast Guard Reserve.

2. Troop Program Unit members only.

3. Formulas used to compute reenlistment rates changed between Fiscal Year 1994 and Fiscal Year 1995, making side-by-side comparisons difficult. Using Fiscal Year 1994 formulas on Fiscal Year 1995 data shows a slight decrease in both retention and reenlistment.

4. Fiscal Year 1995 data not available.

Source: The Reserve components.

Data as of September 30, 1995.

health care professionals in the Reserve components because of the following:

- Mobilization issues related to private practice.
- Uncertainty with medical force structure.
- Lack of a business insurance protection program.
- High medical recruiter turnover.
- Lack of funding for medical incentives programs.
- Smaller population in the appropriate age group combined with heavy competition among the Services.

### Attrition

Reserve components attempt to maintain attrition rates within acceptable levels. Attrition levels vary with each Reserve component. Some attrition is desirable to prevent the aging of the force, maintain a balance of critical skills, and eliminate undesirable personnel.

Several reasons contribute to the attrition rate for the Reserve components. The top five reasons are:

- Transfer to another component/Service.

- Retirement.
- Unsatisfactory participation.
- Expiration term of service.
- Conflicts with family/job/school.

Table 3-8 lists the attrition rates for grades E-1 through E-5 and O-1 through O-3.

## Military Personnel Policies and Programs

### Reserve Officer Personnel Management Act

The *Reserve Officer Personnel Management Act* (ROPMA) revised the laws which govern the appointment, promotion, separation, and transfer to the retired status of Reserve commissioned officers (excluding warrant officers) of the Army, Navy, Marine Corps, and Air Force, including the Army National Guard and Air National Guard. ROPMA does not apply to the Coast Guard.

With the inclusion of the ROPMA legislation as part of the *National Defense Authorization Act* for Fiscal Year 1995, the Office of the Secretary of Defense for Reserve Affairs formed a ROPMA Implementation Working Group. It includes representatives from each Reserve component, whose task is to implement the ROPMA's legislative provisions through

**Table 3-8**  
**ATTRITION RATES**

| Component            | FY94  |       | FY95  |       |
|----------------------|-------|-------|-------|-------|
|                      | E1-E5 | O1-O3 | E1-E5 | O1-O3 |
| Army National Guard  | 17%   | 6%    | 58%   | 15%   |
| Army Reserve         | 56%   | 10%   | 35%   | 18%   |
| Naval Reserve        | 14%   | 6%    | 28%   | 1%    |
| Marine Corps Reserve | 22%   | 2%    | 20%   | 11%   |
| Air National Guard   | 11%   | 5%    | 13%   | 5%    |
| Air Force Reserve    | 20%   | 8%    | 19%   | 9%    |
| Coast Guard Reserve  | NA    | NA    | NA    | NA    |

Sources: Office of the Assistant Secretary of Defense for Reserve Affairs and the Reserve components.  
Data as of September 30, 1995.

revisions to existing DoD directives and instructions, consistent with previous *Defense Officer Personnel Management Act* (DOPMA) implementation provisions. The goal is to publish the revised policy directives and instructions early in Calendar Year 1996 so that the Services can have implementing regulations in-place before the ROPMA policy revisions become effective on October 1, 1996.

The DoD, to include the Reserve components, supports the full implementation of the ROPMA legislation as currently structured. No changes to the approved ROPMA legislation have been formally introduced within DoD.

### **Career Development Programs**

A project launched in Fiscal Year 1993 by the Office of the Assistant Secretary of Defense for Reserve Affairs to study professional military education (PME) continued in Fiscal Year 1995, although on a smaller scale due to limited funding. Rather than looking globally at all Reserve component officer PME, the focus has been on recommending strategy to meet the need among Reservists for joint officer PME and policy for the personnel management of Reserve component officers who serve in a joint military environment. The Office of the Assistant Secretary of Defense for Reserve Affairs is requesting increased funding for Fiscal Year 1996 for this project. If approved, the study will resume its analysis of both joint and Service specific PME.

The Army National Guard developed new and refined existing career development programs. Recent policy changes reinforce that key leaders are to be selected from a pool of officers who are qualified in all respects and have served in sequential positions of increasing responsibility. The goal of the Army National Guard warrant officer program is to maximize the availability of education opportunities to the Reserve component warrant officer. The Army National Guard began the transition of its enlisted promotion system to the Select-Train-Promote-Assign system during Fiscal Year 1995. The transition should be completed during 1996.

The Army Reserve launched several initiatives pertaining to career development systems. These include coordinating with the Center for Army Leadership in the development Department of the Army Pamphlet for Commissioned Officer Development and Career Management which was published in June 1995 and the final staffing of Department of the Army Pamphlet for warrant officers and noncommissioned officers. The Army Reserve is staffing a change to the Army Regulation that outlines desired operational assignments and military education levels to qualify individuals for assignments to key leadership positions. The interim change to this the Army Reserve reenlistment regulation change Active Guard/Reserve enlisted retention control points resulting in a management tool for the AGR program that ties grade to maximum years of active duty. Career maps for these personnel are under development and will be reviewed for Army Reserve use when completed.

The Naval Reserve career development programs remain relatively unchanged. One change was the re-establishment of the Sea and Air Mariner Program which provides junior personnel to fill seven critical rates in Construction Battalion Units (Seabees). The career development for these rates will remain unaffected.

The Marine Corps Reserve revised its Reserve Career Planning and Retention Manual which permits the Marine Corps Reserve to achieve career force objectives that support Reserve staffing requirements. The Marine Corps Reserve implemented a retraining program that permits Marines who possess a Military Occupational Specialty (MOS) in a field that is overmanned to be retrained in a MOS which is undermanned. Changes have been made to the Active Reserve program, formerly known as the Full-Time Support Program. The Active Reserve program is a career program with Active Reserve officers and enlisted personnel competing in a separate competitive promotion category.

These policy changes in the career planning and retention permit experienced, highly qualified Marines to be retained in the Marine Corps Reserve when they would have been previously discharged. These changes have increased the Marine Corps Reserve's ability to meet staffing requirements.

The Air National Guard mirrors Air Force policy concerning PME and career development for officers and enlisted personnel. Personnel not meeting the appropriate level of education for their grade are not considered for unit vacancy promotions.

The Air Force Reserve has limited capability to define career paths for its Individual Mobilization Augmentees (IMA). The unit program positions are derived from gaining major command requirements and support the myriad of functions at base-level with very limited opportunities at higher headquarters. Within the IMA program, the requirements are established based on active duty need for a specific grade or specialty. For Air Force Reserve military technicians, a Career Management Board and a Manager Development Council oversee their development and career growth. The Manager Development Council established a "grow our own" trainee programs to meet specific needs. The Career Management Board oversees the technicians overall career planning and developmental job assignments, including extended active duty statutory tours.

The Coast Guard Reserve has implemented Team Coast Guard where members of the Selected Reserve augment active duty commands in preparation for assigned mobilization duties. It is the responsibility of active duty commanders to ensure assigned reservists receive the required training to satisfy their dual missions of peacetime augmentation and contingency preparedness.

## **Personnel Management Information Systems**

There is considerable diversity in the personnel management information systems for each Reserve component. One common problem that persists continues to be the funding shortfall that prevents full implementation of automated personnel management systems.

The Reserve Component Automation System (RCAS) is an automated information system that supports the information and decision-making needs of all commanders, staffs, and functional managers responsible for Reserve component forces. The RCAS is a PC-based automation system that uses commercial off-the-shelf hardware and office automation software, and application software to provide timely and accurate information to support mobilization and to improve the accomplishment of day-to-day unit administration tasks. The RCAS is installed in 2,027 Army National Guard and Army Reserve units in 14 Western states

Ongoing funding and scheduling problems caused the Chief, National Guard Bureau, to request a team of experts from the Active Army, Guard, and Reserve to review the RCAS program. The team recommended changes to the direction of the overall program that leverage new information management technology, improve user support, and lower the overall cost while meeting the users' requirements. The RCAS General Officers Steering Committee approved the proposed restructure plan, the retrofit of the Western states with the new solution beginning in Fiscal Year 1996 while maintaining the current system until replaced, and the assumption of the responsibility for Developmental Army Readiness and Mobilization System by the Army Reserve. The Major Automated Information System Review Council granted approval to proceed with the restructuring of the program and to renegotiate the prime contract.

A permanent Customer Focus Team was established to represent the user community and to define and prioritize requirements as each new block of capabilities is addressed. A deployment plan was developed to determine the fielding sequence for all states and Army Reserve commands for Fiscal Year 1996. After Fiscal Year 1996, the fielding sequence may be adjusted annually based on priorities and requirements. The funding profile supports completion of fielding in 2002. The current life-cycle cost estimate for the restructured program is \$2,600.2 million for the years Fiscal Year 1996-2007. The Army fully supports the program.

The Army National Guard performs routine maintenance to the Total Army Personnel Data Base-Guard (TAPDB-G) while planning for future enhancements. Conversion of output products from the old system is 95 percent complete. However, funding constraints permit little effort toward system completion. The Inter-Component Transfer, which permits the exchange of personnel data through TAPDB-G from one component of the Army to another, will not be fully implemented for several years due to funding constraints.

The Army Reserve is transitioning to a single source personnel system—the Total Army Personnel Data Base-Reserve (TAPDB-R)—but its full transition is still incomplete because of difficulties with the Army's Inter-Component Transfer software and processes. The full transition to TAPDB-R is expected to be completed by the first quarter of Fiscal Year 1996.

The Reserve Standard Training, Administration, and Readiness Support (RSTARS) is a microcomputer-based system that provides for the tracking of training and mobilization readiness for Naval Reserve personnel in drilling status. RSTARS is currently deployed to over 300 Naval Reserve sites. Since RSTARS was developed using evolutionary prototyping, minimal developmental efforts will continue.

The Commander, Naval Reserve Force (COMNAVRESFOR), is working jointly with the Chief of Naval Personnel to establish a standard, single point of entry personnel/pay data system to collect, share, store, pass, and report data sufficient and flexible enough to satisfy customer needs and support current and future business. This common personnel/pay data collection system will interface with existing Navy personnel/pay systems, but will result in significant cost savings with the elimination of three other input systems used in the Navy. The Navy Standard Integrated Personnel System was given concept approval by the Major Automated Information System Review Council in July 1995. COMNAVRESFOR has been selected as the Central Design Activity and has established a full-time working group to ensure all military personnel management requirements are addressed.

The Marine Corps Total Force System, which has been in effect since Fiscal Year 1992, became fully operational in November 1994. This system is the only single, integrated personnel and pay system within the Department of Defense that encompasses all active, reserve, and retiree records in a single logical database. It eliminates the requirement to pass redundant data between personnel and pay systems, while providing for seamless mobilization with only one record (not a duplicate record) and interfacing with the Defense Retiree Annuitant Pay System for mobilization.

The Air National Guard, in conjunction with the Active Air Force and the Air Force Reserve, currently has an integrated personnel system. A modernization effort to upgrade the personnel data system to the DoD technical standards started in April 1995. The modernization effort will include functionality for all three components.

The Air Force Reserve is upgrading current supporting hardware and software to become technologically compliant with DoD mandates. The projected completion date is Fiscal Year 1997. The Air Force Reserve has established an organizational structure and an operating charter for its field headquarters. During development and reengineering of its data systems supporting

functional business processes, DoD standardization techniques will be used to help ensure interoperability and cross-functionality with DoD objectives.

During Fiscal Year 1995, significant progress was made to merge reserve-only administrative functions into the Coast Guard Personnel Management Information System. These functions include the ability to enter Reserve inactive duty for training (IDT) and active duty for training (ADT) using an active duty operating facility number; the assumption of responsibility for administering Reserve retired pay; medical tracking; medals and awards; and IDT/ADT orders preparation.

### **Civilian Education**

The quality of Reserve component personnel improved as evidenced by the higher educational levels of Guard and Reserve members. This improvement continued despite the drawdown and the increasing difficulty in recruiting and retaining highly qualified personnel.

The Army National Guard increased the number of enlisted personnel with high school diplomas and had a corresponding decline of personnel with a Graduate Equivalent Diploma (GED). Similarly, the number of officers with college degrees increased during Fiscal Year 1995.

The Army Reserve educational levels remained virtually the same as Fiscal Year 1994. However, the number of enlisted personnel with a GED declined.

The percentage of Naval Reserve personnel with high school diplomas increased during Fiscal Year 1995. There was a corresponding decline of personnel with a GED.

Marine Corps Reserve enlisted personnel with a GED increased slightly during Fiscal Year 1995, while the percentage of personnel with high school diplomas decreased slightly. This

decrease is attributed to the reduction of personnel related to the drawdown. The number of junior officers with college degrees improved.

The Air National Guard and Air Force Reserve educational levels remained stable for enlisted personnel. Junior grade officers with a college degree increased during Fiscal Year 1995.

### **Montgomery GI Bill**

The Montgomery GI Bill plays a major role in the recruiting and retention efforts of all the Reserve components. During Fiscal Year 1995, 180,577 Reserve personnel participated in the Montgomery GI Bill-Selected Reserve program. This number represents 37.3 percent of all eligible members. Enrollment in the Montgomery GI Bill-Selected Reserve is shown in Table 3-9.

### **Dental Readiness**

Several impediments exist that prevent increased dental readiness for the Reserve components. Some include:

- Lack of funding.
- Shortage of personnel to conduct screenings or correct dental deficiencies.
- Insufficient dental facilities available for Reservists.

One initiative which will increase Reserve dental readiness is the availability of dental insurance for all Reservists. This has been proposed by the Assistant Secretary of Defense for Reserve Affairs and is under consideration by Congress.

Most of the Reserve components had a slight increase in the percentage of personnel that received a dental screening. However, data was



**Table 3-9**  
**MONTGOMERY GI BILL—SELECTED RESERVE**

| <u>Component</u>     | <u>Eligible<sup>1</sup></u> | <u>Applicants<sup>2</sup></u> |
|----------------------|-----------------------------|-------------------------------|
| Army National Guard  | 189,914                     | 70,255                        |
| Army Reserve         | 87,636                      | 39,287                        |
| Naval Reserve        | 39,842                      | 13,856                        |
| Marine Corps Reserve | 23,871                      | 13,608                        |
| Air National Guard   | 75,038                      | 26,973                        |
| Air Force Reserve    | 57,477                      | 15,121                        |
| Coast Guard Reserve  | 3,894                       | 1,477                         |
| Total                | 477,672                     | 180,577                       |

Notes:

1. Applicants who are currently eligible.

2. Number of current and former Selected Reservists who retain eligibility.

Sources: Office of the Assistant Secretary of Defense for Reserve Affairs and the Reserve components.

Data as of September 30, 1995.

not available for the Naval Reserve and the Marine Corps Reserve since annual dental screenings were not required prior to Fiscal Year 1995. Similarly, all Reserve components reported the percentage of personnel with panographs on file improved very little during Fiscal Year 1995.

### **Uniformed Services Employment and Reemployment Rights Act**

Since the *Uniformed Services Employment and Reemployment Rights Act* (USERRA) became effective on December 12, 1994, there has been no significant increase in the number of employer/employee problems. The nation's employers continue to show strong support for members of the Guard and Reserve.

The Secretaries of Labor, Defense, and Veterans Affairs have been directed under the law to conduct an outreach program to inform individuals protected under this Act of their

rights and benefits. The National Committee for Employer Support of the Guard and Reserve (NCESGR), through its Ombudsman and Mission One programs, plays a key role in informing the public of the new statute. During Fiscal Year 1995, the national committee conducted two training sessions on USERRA for its 200 "grassroots" ombudsmen.

### **Employer Support**

In the post-Cold War, as the Reserve components assume increasing and changing roles and missions, the demand for some Reservists is greater and less predictable. Subsequently, the greatest concerns for employers are the duration and frequency of Reserve use for operations (humanitarian and peacekeeping) and non-traditional roles such as Civil-Military programs. The transition into more frequent use translates into increasingly longer absences from civilian jobs by many Reservists. Additionally, employers are

concerned about the unpredictability and frequency of "voluntary" duty. In an effort to ease employer concerns and to provide off-setting compensation, DoD has proposed tax incentives for employers. It remains to be seen how expanded use of the Reserve components will affect the relationship with employers in the long-term. In the short-term, problems with employers have been related to volunteers repeatedly being away from their civilian jobs for long periods.

NCESGR continues to execute numerous programs to strengthen the partnership between employers and Reservists. During Fiscal Year 1995, they placed renewed emphasis on its Mission One program to ensure Reservists received information on new legislation and other programs/services they offer. NCESGR conducted its first meeting of an Employer Action Council in March 1995. This council, composed of leaders in the business community and select state chairs, articulates employer concerns and perceptions to DoD's leaders, makes suggestions on possible ways to improve the employer-Reservist relationship, and identifies employer incentives. NCESGR has two attitudinal studies under way: one of employers nationwide and another of employers of Reservists who served with the Sinai peacekeeping force.

### **Family Support Programs**

Family support was a main focus during Fiscal Year 1995. All Reserve components initiated new programs to improve family support in the event of mobilization.

The Army National Guard began implementation of Operation Ready, an Army initiative dealing specifically with mobilization issues as they affect the family. The Naval Reserve began a Reserve Forces Ombudsman training program; distributed TRI-KITS, a comprehensive resource guide for Ombudsmen, to all echelons of command; and requested several thousand additional copies of "What's Next: A Guide to Family Readiness" for distribution to Naval Reserve families. The

Marine Corps Reserve implemented the current Family Readiness Support Program and produced a Key Volunteer training video which has been distributed to every Reserve Training Site. Several states have begun to adapt the Army Family Team Building Training program for use as a joint program in the Army and Air National Guard and are revising the name to "Guard Family Team Building". The Army Reserve uses the Army Family Team Building program and the Family Program Academies. Army Reserve family members volunteered as instructors for both programs, exemplifying the goal that the Army takes care of its own with increased self-reliance. The Air Force Reserve included family care responsibility information with the muster notification sent to non-participating IRR members. The Coast Guard Reserve initiated the update to Family Readiness Packages that had been previously distributed to Selective Reserve members.

### **Incentives for Active Component Personnel Tempo (PERSTEMPO) Reductions**

There are a number of incentives under consideration that might encourage the use of the Reserve components to reduce the demands on Active component personnel. These include:

- Tax incentives for employers.
- Mobilization insurance for self-employed Ready Reservists.

These incentives were initiated by DoD during Fiscal Year 1994. Congress has included both initiatives in the Fiscal Year 1996 Defense Appropriations Bill. DoD continues to strongly support passage of these programs as a means to ease concerns by employers and Reservists for future call-ups.

### **Quality of Life**

In addition to the incentives discussed earlier in the report, several quality of life issues impact the Reserve components, especially in their efforts to reduce demands on Active component personnel. At the beginning of Fiscal Year 1995,

the Secretary of Defense appointed a task force to study quality of life issues. Specifically, the task force was chartered to study military housing, personnel tempo, and community and family services. The findings of the task force and their specific impact on the Reserve components will be reported in the Fiscal Year 1996 Reserve Component Programs Annual Report.

## Equal Opportunity

### Women in the Reserve Components

Women play a vital role in the Reserve components. Although the total number of women in the Reserve components declined during Fiscal Year 1995 (256,146 for Fiscal Year 1994), they comprised a slightly larger percentage of the force than in the previous year. Part of this increase was due partly to three new career fields in the Field Artillery and Engineer branches that were opened to women in the Army National Guard.

Table 3-10 shows the number of women assigned in the Reserve components.

The opening of additional duty positions once considered with a high probability of direct combat did not significantly affect the manning of the Army Reserve, Marine Corps Reserve, Air National Guard and Air Force Reserve.

The Navy did not open new career fields to women during Fiscal Year 1995. However, as ships are converted or constructed to accommodate female crew members, all reserve billets assigned to that ship will be opened to women. Approximately 90 percent of all billets in the Naval Reserve is currently available to women.

DoD restrictions on the assignment of women to combat units do not apply to the Coast Guard. Currently, women are assigned to cutters both as Active component crew and mobilization billets where they routinely perform numerous duties while afloat. It is the policy of the Coast Guard that female service members be afforded the same career opportunities and responsibilities as male members, limited only by the unit's ability to provide separate berthing and hygiene facilities.

**Table 3-10**  
**WOMEN IN THE RESERVE COMPONENTS**

| <u>Component</u>     | <u>Officers</u>         |                | <u>Enlisted</u>         |                | <u>Total</u> | <u>% Force</u> |
|----------------------|-------------------------|----------------|-------------------------|----------------|--------------|----------------|
|                      | <u>Selected Reserve</u> | <u>IRR/ING</u> | <u>Selected Reserve</u> | <u>IRR/ING</u> |              |                |
| Army National Guard  | 3,514                   | 58             | 27,204                  | 578            | 31,354       | 8.2%           |
| Army Reserve         | 11,139                  | 13,408         | 42,818                  | 49,202         | 116,567      | 18.9%          |
| Naval Reserve        | 3,369                   | 3,279          | 13,987                  | 18,797         | 39,432       | 14.7%          |
| Marine Corps Reserve | 275                     | 222            | 1,338                   | 3,114          | 4,949        | 4.8%           |
| Air National Guard   | 1,708                   | 0              | 13,987                  | 0              | 15,695       | 14.3%          |
| Air Force Reserve    | 3,887                   | 3,696          | 11,706                  | 12,609         | 31,898       | 20.8%          |
| Coast Guard Reserve  | 111                     | 38             | 763                     | 837            | 1,749        | 11.7%          |
| Total                | 24,003                  | 20,701         | 111,803                 | 85,137         | 241,644      | 14.7%          |

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.  
Data as of September 30, 1995.

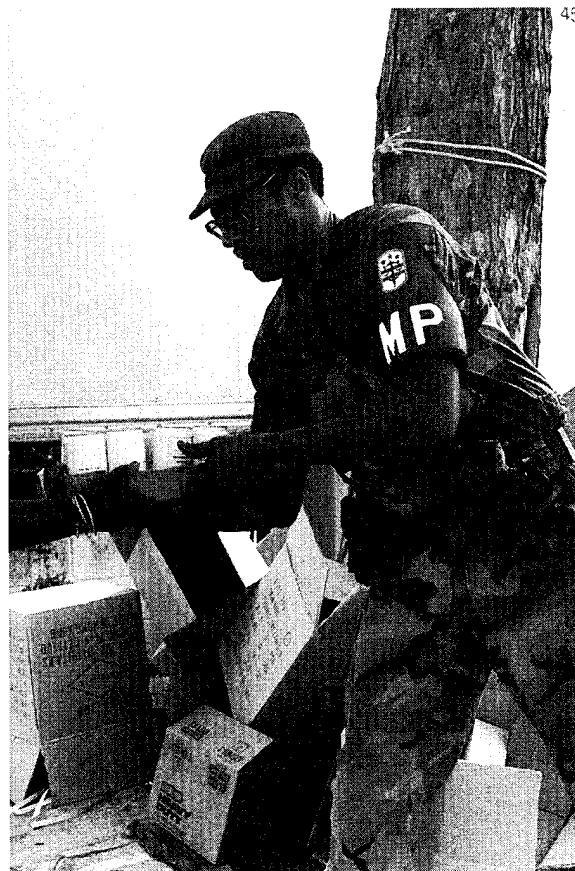
## Sexual Harassment

The Reserve components have stringent programs which deal with sexual harassment. However, despite these programs, there were 71 sexual harassment complaints filed during Fiscal Year 1995. Table 3-11 lists the number of complaints by Reserve components.

The Reserve components have prescribed regulatory procedures for handling a sexual harassment complaint with the chain of command being the preferred method of adjudication. The civilian community has little or no influence in handling a sexual harassment complaint unless the complaint originates from the community.

## Minorities in the Reserve Components

Minority membership in the Reserve components declined by 6.9 percent in Fiscal Year 1995. This decrease in minority membership is slightly higher than the overall decline in total assigned strength for Fiscal Year 1995. The numerical status of minorities in the Reserve components is indicated in Table 3-12.



**Table 3-11**  
**SEXUAL HARASSMENT COMPLAINTS**

| <u>Component</u> <sup>1</sup> | <u>Number of Complaints</u> |
|-------------------------------|-----------------------------|
| Army Guard                    | 9                           |
| Army Reserve                  | 16                          |
| Naval Reserve                 | 9                           |
| Marine Corps Reserve          | 7                           |
| Air National Guard            | 9                           |
| Air Force Reserve             | 21                          |

Note:

1. Data not available for the Coast Guard Reserve.

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.

Data as of September 30, 1995.

**Table 3-12**  
**MINORITIES IN THE READY RESERVE**

|  | <u>White</u> | <u>Black</u> | <u>Asian/<br/>Pac Islander</u> | <u>Am Indian/<br/>Alask Native</u> | <u>Unknown/<br/>Other</u> | <u>Total</u> | <u>Hispanic<sup>1</sup></u> |
|--|--------------|--------------|--------------------------------|------------------------------------|---------------------------|--------------|-----------------------------|
| <b>Army National Guard</b>             |              |              |                                |                                    |                           |              |                             |
| Male                                   | 278,220      | 50,145       | 3,516                          | 2,268                              | 10,060                    | 344,209      | 23,171                      |
| Female                                 | 20,487       | 8,561        | 331                            | 345                                | 994                       | 30,718       | 1,733                       |
| Unknown                                | 0            | 0            | 0                              | 0                                  | 3                         | 3            | 3                           |
| Total                                  | 298,707      | 58,706       | 3,847                          | 2,613                              | 11,057                    | 374,930      | 24,907                      |
| <b>Army Reserve</b>                    |              |              |                                |                                    |                           |              |                             |
| Male                                   | 133,033      | 39,027       | 3,544                          | 655                                | 11,027                    | 187,286      | 13,596                      |
| Female                                 | 29,219       | 20,399       | 906                            | 270                                | 3,163                     | 53,957       | 3,035                       |
| Unknown                                | 0            | 0            | 0                              | 0                                  | 57                        | 57           | 0                           |
| Total                                  | 162,252      | 59,426       | 4,450                          | 925                                | 14,247                    | 241,300      | 16,631                      |
| <b>Naval Reserve</b>                   |              |              |                                |                                    |                           |              |                             |
| Male                                   | 69,144       | 8,796        | 1,661                          | 205                                | 3,433                     | 83,239       | 4,443                       |
| Female                                 | 13,167       | 3,143        | 304                            | 73                                 | 669                       | 17,356       | 914                         |
| Unknown                                | 0            | 0            | 0                              | 0                                  | 2                         | 2            | 0                           |
| Total                                  | 82,311       | 11,939       | 1,965                          | 278                                | 4,104                     | 100,597      | 5,357                       |
| <b>Marine Corps Reserve</b>            |              |              |                                |                                    |                           |              |                             |
| Male                                   | 29,811       | 4,664        | 929                            | 154                                | 3,762                     | 39,320       | 4,069                       |
| Female                                 | 1,109        | 319          | 26                             | 13                                 | 146                       | 1,613        | 141                         |
| Total                                  | 30,920       | 4,983        | 955                            | 167                                | 3,908                     | 40,933       | 4,210                       |
| <b>Air National Guard</b>              |              |              |                                |                                    |                           |              |                             |
| Male                                   | 83,156       | 6,815        | 2,107                          | 476                                | 1,573                     | 94,127       | 4,545                       |
| Female                                 | 12,631       | 2,315        | 293                            | 122                                | 334                       | 15,695       | 731                         |
| Unknown                                | 0            | 0            | 0                              | 0                                  | 3                         | 3            | 0                           |
| Total                                  | 95,787       | 9,130        | 2,400                          | 598                                | 1,910                     | 109,825      | 5,276                       |
| <b>Air Force Reserve</b>               |              |              |                                |                                    |                           |              |                             |
| Male                                   | 51,034       | 8,528        | 91                             | 28                                 | 2,993                     | 62,674       | 3,030                       |
| Female                                 | 11,218       | 3,598        | 29                             | 9                                  | 739                       | 15,593       | 607                         |
| Total                                  | 62,252       | 12,126       | 120                            | 37                                 | 3,732                     | 78,267       | 3,637                       |
| <b>Coast Guard Reserve<sup>2</sup></b> |              |              |                                |                                    |                           |              |                             |
| Male                                   | 5,789        | 251          | 107                            | 39                                 | 280                       | 6,466        | Unknown                     |
| Female                                 | 701          | 107          | 18                             | 11                                 | 37                        | 874          | Unknown                     |
| Total                                  | <u>6,490</u> | <u>358</u>   | <u>125</u>                     | <u>50</u>                          | <u>317</u>                | <u>7,340</u> | <u>Unknown</u>              |
| <b>Total</b>                           |              |              |                                |                                    |                           |              |                             |
| Male                                   | 650,187      | 118,226      | 11,955                         | 3,825                              | 33,128                    | 817,321      | 52,854                      |
| Female                                 | 88,532       | 38,442       | 1,907                          | 843                                | 6,082                     | 135,806      | 7,161                       |
| Unknown                                | 0            | 0            | 0                              | 0                                  | 65                        | 65           | 3                           |
| Total                                  | 738,719      | 156,668      | 13,862                         | 4,668                              | 39,275                    | 953,192      | 60,018                      |

Notes:

1. Figures for Hispanics are the sum of Hispanics reported in each racial/ethnic category.

2. Coast Guard Reserve Hispanics are not included in the other racial/ethnic categories.

Sources: Office of the Assistant Secretary of Defense for Reserve Affairs and the Coast Guard.

Data as of September 30, 1995.



# Training and Readiness

# 4

*"When we talk about the Army staying trained and ready, I'm talking about America's Army, the Active and the United States Army Reserve and National Guard, because . . . we go to war not as three components, but as a seamless Army."*

*General Dennis J. Reimer,  
Chief of Staff, U.S. Army*



## Introduction

**R**eadiness demands resources. With resources, the focus must be on building a ready, flexible, and responsive Reserve component force for the world's changing security environment. An essential element in maintaining an effective, ready Guard and Reserve is training. The purpose of training in the Reserve components is to prepare Reserve units and members to fight and win in combat as effective partners in the Total Force.

The Department of Defense (DoD) continues to undergo dramatic change dictated by a rapidly changing world order. Downsizing, rightsizing, declining defense budgets, and personnel reductions have been driven by the DoD Bottom-Up Review, the congressionally-mandated Commission on Roles and Missions Study, the evolving national priorities and, in the end, the very nature and structure of the joint warfighting forces. The Reserve components have had to ensure an orderly drawdown while being ready to meet both peacetime commitments and requirements of two nearly simultaneous major regional conflicts. With the Reservist's dedication, innovation, and hard work, the Reserve components are prepared to meet this challenge.

It has been a challenge in the current fiscal environment to maintain a budget that ensures adequate training, readiness, and support to the Commanders in Chief (CINC). This concern will be no less challenging in the future. The Reserve components must continue to be fiscally responsible and cost-effective. Reserve components must have first-line, active duty compatible equipment, a high state of readiness, and adequate funding. They must be provided with leading edge technology in management information systems and be leaders in exploiting

distant learning techniques. The Reserve components must be compatible with and seamlessly integrated in the mission areas of the Active components.

## Cost Comparisons

Appendix B (Tables B-1 through B-9) contains data that reflects a cost comparison between Active and Reserve component force elements. This comparison is based on direct unit costs. Direct unit costs are the total resources required to own and operate primary force elements in peacetime. The units of primary interest in this portion of force costing are the divisions/battalions, wings/squadrons, naval combatants, and Marine forces explicitly identified in Total Force policy decisions. (Nondivisional combat and tactical support forces associated with Army combat divisions and Marine Force Service Support Group elements are considered in the estimation of direct unit costs.)

The direct unit costs calculations take into account the costs of personnel assigned to units, the day-to-day expenses of operating the forces, and the long-term average costs of replacing and upgrading unit equipment. Direct unit costs are driven by manning, equipping, and training policies (i.e., operating tempo). Differences in these "cost drivers" explain the major differences in direct unit costs between units in the Active and Reserve components and provide a basis for estimating the direct funding impacts of different force sizes. Unit operating tempo and manning decisions are affected both by desired readiness levels and by the experience level of unit personnel.

Consistency in cost comparisons is important, but difficult to achieve, given the multiplicity of data-gathering systems and models in use throughout DoD. The first step in attaining some degree of uniformity is to establish a common set of cost elements to be considered,

recognizing that all elements are not relevant to all kinds of units. The basic cost elements included in unit costing are as follows:

- Unit Manpower Costs
  - Pay and allowances
  - Accrual for retirement pay
- Unit Operating Costs
  - Fuel and other petroleum, oils, and lubricants
  - Replenishment parts
  - Consumable parts and supplies
  - Other training costs (transportation, consumables)

- Unit-funded transportation contract services
- Other sources of intermediate maintenance
- Equipment-Related Costs
  - Replacement of mission equipment
  - Major overhauls of primary mission equipment funded on a unit basis
  - Modifications
  - Replacement of support equipment

Appendix B also provides data on Reserve component operating tempo (flight hours, steaming days, tank/vehicle miles) (Table B-10), enhanced brigades readiness goals (Table B-11), and cost effective missions (Figure B-1).





## Readiness Challenges

Retention is consistently the overall greatest Reserve component readiness challenge followed by recruiting, training time, and equipment. Table 4-1 lists readiness challenges in priority order (1 being the most critical).

## Active Component Mission Support

### Training Enhancement

Reserve component readiness and mobilization training can be enhanced when active duty

missions are augmented or completed concurrently.

The Army National Guard deployments to augment active duty missions have had negligible adverse impacts on the readiness of participating units. Partial deployments in support of Multinational Force and Observers, Sinai, and Operation UPHOLD DEMOCRACY have represented a small population of soldiers and has not degraded readiness as reflected in unit status reports. To the contrary, mobilization training is enhanced by providing realistic training experiences for those soldiers involved.

**Table 4-1**  
**READINESS CHALLENGES**

| Readiness Factors                                  | Army National Guard | Army Reserve | Naval Reserve | Marine Corps Reserve | Air National Guard | Air Force Reserve | Coast Guard Reserve |
|--|---------------------|--------------|---------------|----------------------|--------------------|-------------------|---------------------|
| <b>Manpower</b>                                    |                     |              |               |                      |                    |                   |                     |
| Recruiting   | 2                   | 2            | 1             | 2                    | 3                  | 1                 | 1                   |
| Retention  | 1                   | 1            | 2             | 1                    | 1                  | 1                 | 2                   |
| Family support                                     | 3                   | 3            | 4             | 4                    | 4                  | 3                 | 4                   |
| Employer support                                   | 4                   | 4            | 3             | 3                    | 2                  | 4                 | 3                   |
| <b>Training</b>                                    |                     |              |               |                      |                    |                   |                     |
| Instructor shortage                                | 4                   | 2            | 4             | 1                    | 4                  | 4                 | 4                   |
| Availability of materials, devices, and facilities | 3                   | 1            | 2             | 2                    | 1                  | 3                 | 3                   |
| Time   | 1                   | 3            | 1             | 3                    | 3                  | 1                 | 1                   |
| Quota availability                                 | 2                   | 4            | 3             | 4                    | 2                  | 2                 | 2                   |
| <b>Equipment</b>                                   |                     |              |               |                      |                    |                   |                     |
| Compatible, interoperable, horizontal integration  | 2                   | 4            | 1             | 4                    | 3                  | 1                 | 3                   |
| Modification and modernization                     | 1                   | 3            | 2             | 2                    | 2                  | 4                 | 4                   |
| Availability                                       | 3                   | 1            | 3             | 3                    | 1                  | 3                 | 1                   |
| Maintainability                                    | 4                   | 2            | 4             | 1                    | 4                  | 2                 | 2                   |
| <b>Facilities</b>                                  |                     |              |               |                      |                    |                   |                     |
| Suitable   | 2                   | 3            | 2             | 1                    | 3                  | 1                 | N/A                 |
| Modern and efficient                               | 1                   | 2            | 3             | 2                    | 1                  | 4                 | N/A                 |
| Minimizing BRAC                                    | 3                   | 4            | 4             | 3                    | 4                  | 2                 | N/A                 |
| Appropriate size, location, maintenance            | 4                   | 1            | 1             | 4                    | 2                  | 3                 | N/A                 |

Source: The Reserve components.  
Data as of September 30, 1995.

Army Reserve component readiness is enhanced when a Reserve component unit trains with Active commands. Mission rehearsal, command relations, and familiarity with area-of-operation enhance readiness. Training and Doctrine Command Service schools do the initial entry training. Virtually all other technical training and professional development are conducted at Reserve component regional training institutions. Seven Army National Guard training brigades support leadership and combat arms training. The Army Reserve, under the new Institutional Training Divisions, form multiple brigades and battalions for officer development, health services, combat support, and logistical support. Training has been enhanced for Active and Reserve component units with the creation of five Divisions (Exercise). The 75th Division (Exercise) in Houston, Texas, has a Battle Projection Group of computer simulation systems exercising battalion, brigade, and division headquarters elements. The 75th Division (Exercise) conducted exercises for high priority Reserve component units. Soon, the Division (Exercise) will conduct logistical training simulations for the entire Army as software packages are available.

Naval Reserve readiness is usually enhanced when units augment active duty missions or provide peacetime contributory support. These opportunities provide current and realistic training that enhance skill proficiency and satisfy many individual and unit training requirements. Providing this type of support, however, can lead to repetitive missions that reduce the opportunity to complete a wider range of training requirements. With more of the Naval Reserve's annual program dedicated to peacetime support, the remaining training program must be tailored to ensure all requirements are met.

The Marine Corps Reserve uses the Marine Corps Training Exercise Employment Plan to blend all training requirements into the Total Force. The Marine Corps Reserve actively participates in this deliberate planning process. There are no adverse impacts on the readiness and mobilization training requirements when active

duty training/exercises are augmented or completed concurrently.

The Air Reserve Components readiness and mobilization training requirements are improved when active duty missions are augmented or completed concurrently. Accomplishment of active duty missions enhances training skills for the Air Reserve Components. Readiness and mobilization are practiced and improved by this Total Force endeavor. Participation in joint and contingency operations are the best form of readiness and mobilization training available to the Air Reserve Components and cannot be duplicated. During real-world operations and Joint Chiefs of Staff exercises, Air Reserve Components' volunteers should be fully utilized.

While participation in active duty missions generally provides excellent training for aviation and support units, some drawbacks do exist, especially in combat aviation. In many instances, the missions flown during ongoing peacetime contingency operations fulfill only a small portion of the aircrews' training requirements. Extended periods of supporting active missions results in the crews falling behind in total training requirements, and an extended period may be required for crewmembers to return to previous readiness status.

The Coast Guard Reserve is being integrated with active duty commands into a single force of full and part-time military personnel. Full integration is expected during the second quarter of Fiscal Year 1996. Team Coast Guard represents one set of missions, one command structure, and one administrative structure.

### **Annual Training**

The Reserve component percentage of annual training (AT), active duty for training (ADT), and inactive duty for training (IDT) allocations dedicated to the direct support of the Active component missions for Fiscal Year 1994 through Fiscal Year 1996 is reflected in Table 4-2.

**Table 4-2**  
**TRAINING DEDICATED TO ACTIVE COMPONENT SUPPORT**  
**(Percentage)**

| <u>Service</u>              | <u>FY94</u> | <u>FY95</u> | <u>FY96</u> <sup>1</sup> |
|-----------------------------|-------------|-------------|--------------------------|
| <b>Army National Guard</b>  |             |             |                          |
| AT                          | 11%         | 11%         | 11%                      |
| ADT                         | 6%          | 6%          | 6%                       |
| IDT                         | 1%          | 1%          | 1%                       |
| <b>Army Reserve</b>         |             |             |                          |
| AT                          | 5%          | 5%          | 5%                       |
| ADT                         | 3%          | 3%          | 3%                       |
| IDT                         | 2%          | 2%          | 2%                       |
| <b>Naval Reserve</b>        |             |             |                          |
| (Air)                       |             |             |                          |
| AT                          | 50%         | 60%         | 80%                      |
| ADT                         | 60%         | 72%         | 85%                      |
| IDT                         | 10%         | 13%         | 30%                      |
| (Surface)                   |             |             |                          |
| AT                          | 50%         | 72%         | 76%                      |
| ADT                         | 60%         | 75%         | 85%                      |
| IDT                         | 10%         | 15%         | 35%                      |
| <b>Marine Corps Reserve</b> |             |             |                          |
| AT                          | 15%         | 18%         | 45%                      |
| ADT                         | 19%         | 22%         | 22%                      |
| IDT                         | 1%          | 1%          | 1%                       |
| <b>Air National Guard</b>   |             |             |                          |
| AT                          | 35%         | 40%         | 45%                      |
| ADT                         | 60%         | 65%         | 70%                      |
| IDT                         | 2%          | 2%          | 2%                       |
| <b>Air Force Reserve</b>    |             |             |                          |
| AT                          | 28%         | 28%         | 28%                      |
| ADT                         | 70%         | 70%         | 70%                      |
| IDT                         | 2%          | 2%          | 2%                       |
| <b>Coast Guard Reserve</b>  |             |             |                          |
| AT                          | 77%         | 79%         | 90%                      |
| ADT                         | 77%         | 79%         | 90%                      |
| IDT                         | 64%         | 66%         | 90%                      |

Note:

1. Percentages are estimates.

Source: The Reserve components.

Data as of September 30, 1995.

## Workdays

The Army National Guard supported the Army with 550,238 workdays. This includes 469,650 workdays to the overseas commands and 80,588 workdays to the continental United States commands. Conversely, based on a calendar day, the Army National Guard supported America's Army with 366,825 workdays. This included 313,100 workdays to the overseas commands and 53,725 workdays to the continental United States commands.

The Army Reserve dedicated 556,471 workdays in support of Army missions in Fiscal Year 1995. In Fiscal Year 1995, the Army National Guard and Army Reserve contributed over 10,000 workdays for national-level intelligence, not including inactive duty training or annual training. Under the new DoD Reserve Component Military Intelligence Utilization Plan, the military intelligence elements of all Reserve components will undertake even more real-world intelligence collection and production missions. With DoD's Joint Reserve Intelligence Integration Project, Reserve component military intelligence units and individuals will be able to execute these missions at or near their home stations with the latest computers linked into the national intelligence system.

The Naval Reserve dedicated an estimated 1.3 million workdays to the support of the Active component in Fiscal Year 1995.

The Marine Corps Reserve dedicated 35,952 workdays to support Active component missions during Fiscal Year 1995, including: 19,096 workdays for Operations SAFE HAVEN/SEA SIGNAL, 660 workdays for Operation UPHOLD DEMOCRACY, 180 workdays for Operation DENY FLIGHT, and 16,016 workdays for Operation UJE KRYSTAL.

The Air National Guard utilized 22,988 officer workdays and 65,598 enlisted workdays for Active component exercises and contingencies.

The Air Force Reserve dedicated 175,598 workdays in support of the Active component.

The Coast Guard Reserve dedicated 161,475 workdays to support Active component missions.

## Base Realignment and Closure Impact on Readiness

The Base Realignment and Closure (BRAC) actions have affected the drawdown of Reserve component personnel in certain regions of the United States. The Services should balance the assignment of Reserve component forces across the nation so a single geographic area will not take a disproportionate number of losses if called to active duty during a conflict. The impact of the Reserve component readiness posture varied from Service-to-Service by BRAC-95 decisions. BRAC has impacted the Reserve component operating tempo.

The Army National Guard readiness will not be degraded by BRAC decisions provided that funding is transferred to operate and maintain the enclaves planned at Fort McClellan, Alabama; Fort Chaffee, Arkansas; Fort Hunter-Liggett, California; Fort Indiantown Gap, Pennsylvania; and Fort Pickett, Virginia. Fort McClellan is not categorized as a maneuver training area by the Army; however, it is a major training area for the Army National Guard. If funds are not transferred, the Army National Guard will be unable to maintain these facilities and will be unable to train there. This will cause the Army National Guard to train at other installations (Active and Reserve) that may already be experiencing overcrowding and scheduling problems.

The Army Reserve readiness has been adversely impacted by the BRAC-95 decisions. Base closures, downsizing, and realignment have had indirect impact on personnel readiness for assigned Reserve component units. Off-site training conducted at nearby installations provides meaningful and realistic training;

however, BRAC has reduced these opportunities. Previously, some installations were able to provide multiple levels of maintenance support. For many units, weekend training becomes limited to a less desirable training environment at the units' home station. Conducting essential individual and collective tasks may be curtailed when facilities and areas are not accessible. Additionally, downsizing installations reduces a unit's training choices. Units are finding it more difficult to conduct their full range of training requirements on one site. Training will have to be scheduled and coordinated at Active and Reserve installations that are already experiencing conflicts due to other closures. Additionally, environmental constraints will increase range utilization problems.

The Naval Reserve readiness posture was not significantly degraded by BRAC decisions.

The Marine Corps Reserve has experienced a detrimental effect on personnel readiness due to BRAC decisions. The relocation of Reserve units has caused considerable problems in the accession planning process. Decisions to relocate reserve units to new geographical areas impacted Marine Corps Reserve end strength.

The Air National Guard was minimally impacted by BRAC actions. Some Air National Guard units have realigned or relocated due to BRAC decisions. However, none of these units has suffered nor are they expected to suffer any degradation in readiness levels.

The Air Force Reserve was impacted by the 1995 Base Realignment and Closure Commission decisions. No additional bases were transferred to the Air Force Reserve and two Reserve installations—Chicago O'Hare International Airport Air Reserve Station, Illinois, and Bergstrom Air Reserve Base, Texas—were closed.

The Coast Guard Reserve was not impacted directly by BRAC decisions. Department of Defense base closures may have an indirect effect on the Coast Guard Reserve, especially in

those locations where reservists depend on the local DoD facility for commissary and exchange privileges.

## **Unit Integrity**

Today there is still concern over using parts of Reserve component units when mobilized for contingencies. Breaking units to fill individual requirements to support the Active component should not be the standard policy.

The Army National Guard concurs with the use of derivative unit identification codes (UIC) to support contingency operations. This modular mobilization provides tailored and inter-changeable forces for use during contingency operations. The Army National Guard has been successful in utilizing derivative UICs to support contingency operations in Haiti with two "shrink-wrap" teams, one helicopter detachment with air traffic controllers, and four special forces companies.

The Army Reserve uses derivative UICs to support CINC requirements when whole units are not required. However, the Army Reserve is concerned with using parts of units when mobilized. There is little impact on units that cease to exist or merge with other units upon mobilization such as Army Reserve schools and augmentation hospitals. However, the concern is the effect on combat support and combat service support units. With piecemeal mobilization, the proper command and control structure and internal support may be absent.

The Naval Reserve mobilizes individuals or parts of units as needed to support Active component requirements. The current unit structure throughout the Naval Reserve allows for the flexibility to mobilize personnel to fit specific skills, rates, and ranks. The reserve unit provides a command structure which trains and administratively supports the reservist; in the case of commissioned units, provides maintenance support. Additionally, the unit structure provides career enhancement and leadership opportunities.

The Marine Corps Reserve mission is "to provide trained and qualified units and individuals to be available for active duty in time of war, national emergency, and at such other times as the national security may require." Total force integration is the dominant theme in Reserve planning, training, and administration. The Marine Corps mobilizes entire or whole units and not parts of units below the company/battery level. Combat service support units are task-organized into elements. Individuals are mobilized from the Individual Ready Reserve or are predesignated Individual Mobilization Augmentees.

Air National Guard units train as complete units. Unit personnel have specific functions which interact with other personnel and functions within a unit. When parts of a unit are pulled out and have to operate separately, there is potential for effectiveness and efficiency to be degraded. This causes a decrease in unit synergism and morale. When part of a unit type code is tasked separately, the combat readiness of the whole unit is negatively affected.

The Air Force Reserve mobilizes by unit type code (UTC). The UTC process allows the Air Force Reserve to provide the forces requested by the Commanders in Chief. The Air Force Reserve prefers to maintain unit integrity as much as possible.

With the exception of three Port Security Units and Harbor Defense Commands which mobilize as entire units, recalled Coast Guard reservists are directly assigned to the Active component command. Reserve unit integrity is not an issue.

### **Post-Mobilization Training**

Post-mobilization training is a time critical element in the use of Reserve component forces. The length of training periods required before employing Reserve component's combat, combat support, and combat service support units into a combat situation is a major factor in the planning process.

The Army National Guard considers post-mobilization training a time critical element in the use of its forces. The training time before deploying troops into a combat situation will vary depending on the commander's mission analysis and the unit's state of training at the time of mobilization. Once mobilized, the unit commander analyzes the Commander in Chief's mission statement and intent. The results of this analysis are factored into the unit's Mission Essential Task List forming the basis for developing a post-mobilization training program. The mission analysis considers the factors of enemy, terrain, troops available, and time involved in the mission. For a few of the Army National Guard's 15 enhanced brigades, the planning window will allow 90 days of post-mobilization training prior to deployment. The Army National Guard is confident that the enhanced brigades will meet this goal. The same applies for the Army's strategic reserve—eight Army National Guard divisions. Since the readiness goals for these divisions are lower in peacetime, it will take a longer post-mobilization training period before the divisions are validated as unit deployable.

The commanders of combat support and combat service support (CS/CSS) units perform a mission analysis in the same manner as combat units. The required training period is based on that mission analysis and the particular type of unit being mobilized and deployed. The Army National Guard and Army Reserve resources units are based on their rank position in the Force Support Package (FSP). This ranking provides a measure of how quickly after mobilization a unit can deploy into a combatant theater-of-operation. Unit commanders provide a monthly assessment of their estimates of required post-mobilization training time in their Unit Status Report. For FSP units, this will range from 0 to 42 days depending on their latest arrival date. The Army National Guard and Army Reserve monitor this command assessment to ensure that the first deploying units are being adequately resourced to maintain the required pre-mobilization training readiness goal. Post-mobilization training for CS/CSS units is minimized.

The Army Reserve training of CS/CSS units during post-mobilization varies for numerous reasons. The time required for post-mobilization training prior to deployment varies because of:

- Unit size.
- Type of equipment.
- Similarity between civilian job and Reserve component military occupational specialty.

During Fiscal Year 1995, the Army Reserve converted seven Divisions Training to Divisions Institutional and augmented their technical instructor staffs with former Army Reserve Forces School personnel. The divisions specialize in officer development instruction and technical military occupational specialty reclassification training for prior service personnel in logistics and medical specialties. Additionally, the divisions conduct a minimum of two weeks of technical refresher training for all filler personnel from the Individual Ready Reserve.

Naval Reserve units, elements of units, and individuals are separated into categories of Crisis Response-Immediate (CR-I) or Crisis Response-Delayed (CR-D). These categories are assigned, regardless of the unit's status, as combat or combat support. As participating reservists, members assigned to Reserve billets designated CR-I are required to meet the same qualifications as their Active duty counterparts. These CR-I designated units maintain 100 percent readiness and are prepared to deploy within 14 days of any mobilization.

Certain units and individuals not required for immediate deployment will be less than 100 percent ready and are designated CR-D. The adjustment of the readiness state is based on a variety of criteria including perceived threat, warning time, and the likelihood of these forces being employed. Echelon 2 Active commanders will make this determination based on the Time Phased Force Deployment Data (TPFDD) contained in Unified and Fleet Commanders in Chief Operational Plans (OPLAN). For non-OPLAN TPFDD listed forces, the determination

will be based on the Echelon 2 Active Command's priority for deployment. Any post-mobilization training must be completed within 135 days.

The Marine Corps Reserve prepares for any contingency by developing post-mobilization training plans for retention by the Reserve Support Units at major Stations of Initial Assignment. The aim is to expedite and reduce the coordination time necessary for training implementation. With early notification of upcoming requirements, annual training schedules of high priority units may be shifted.

Air National Guard and Air Force Reserve forces do not require post-mobilization training. The Air National Guard and Air Force Reserve apply the same training standards as Active component units.

The Coast Guard Reserve's Port Security Units train to maintain a state of readiness for deployability according to required operational capability/plan of execution statements. The Port Security Units are deployable within four days of call-up.

### **Civilian Skills Identification**

Reserve component members such as environmental specialists and computer experts bring added-value from their civilian skills when they join the Reserve component. The DoD's capability to use a Guard or Reserve member's civilian skills is cost effective. Each Reserve component maintains a civilian skills data bank, some being more detailed and intricate than others.

### **Distance Learning Initiatives**

The Office of the Assistant Secretary of Defense for Reserve Affairs, the Office of the Deputy Under Secretary of Defense for Readiness, and the Defense Information Systems Agency have established a Total Force Distance Learning Action Team. Distance learning (DL) capitalizes on advances in electronic technology for educational and training purposes. DL

technologies include the transfer of information such as print, video-tape, computer-based training, interactive videodisc/compact disc, and video teletraining. The Reserve components benefit from this technology.

The goals of Total Force Distance Learning Action Team are:

- Document distance learning requirements.
- Establish standards and obtain interoperability.
- Achieve long-term funding.
- Develop a coherent strategy for distance learning.

The Assistant Secretary of Defense for Reserve Affairs led a Deputy Secretary of Defense-directed study on Reserve component distance learning technologies and plans. The Deputy Under Secretary of Defense for Readiness and the Services were partners in this study. The directed study recommends the expansion of this initial study to the Active components and DoD civilians, a thorough review be conducted on the cost of converting conventional classroom courses to instruction, and address the need of developing a DoD organizational structure. These recommendations will provide the information needed to develop a cohesive Total Force distance learning program. DoD must ensure quality training at the lowest cost, build upon existing/planned Service initiatives, use a top-down approach, department-wide participation, and achieve high-level involvement. Real cost savings can only occur when infrastructure is changed, courseware is bought on a large and/or joint scale, and DL is managed properly.

### **Requirements**

The Army National Guard, Army Reserve, and Marine Corps Reserve identified 33 percent of their courses that should be converted to distance learning technologies; the Naval Reserve, 7 percent, and the Air National Guard and Air Force Reserve, 29 percent.

### **Standards and Interoperability**

The Total Force Distance Learning Action Team is writing a DoD Instruction (DoDI) on management of teletraining systems, networks, and facilities. The DoDI will be completed in January 1996. The goals of the DoDI are:

- Provide a functional description of video teletraining systems.
- Provide general policy and procedures and assign responsibilities.
- Support existing DoD policy to establish fully interoperable training environments and management systems.
- Provide teletraining course identification and management.

### **Long-Term Funding**

The Services provide limited support to distance learning. Less than one percent of the total Reserve component training uses distance learning technology. There is no DoD budget line-item or budget exhibit where funding for distance learning can be identified. Accordingly, there is no mechanism to identify the investments that have been made in a particular DL medium. Installed networks have been acquired by a combination of leased services and outright purchases. Systems are often acquired to match available operation and maintenance or other procurement funds. The Services have the responsibility to direct resources to distance learning programs. The Air Force Reserve and the Air National Guard are making steady progress with their infrastructure and DL courseware.

### **Coherent Strategy**

The distance learning plans for the Services have been briefed to the Total Force Distance Learning Action Team. The desired result is maximum return on investment for training dollars spent.



Three areas of concern are:

- Expenditure of funds between courseware development and hardware.
- Commitment to select the most economical media.
- Commitment to fund distance learning.

The team's accomplishment of the first three goals and constant dialogue with the Services will produce a coherent strategy for distance learning. This initiative will achieve a major step in training accessibility, affordability, and capability. The essential conditions needed to leverage distance learning technology are:

- Leadership support.
- Workable pragmatic policy and practices.
- New instructional materials.
- New delivery systems.



## Teletraining Network Systems

The teletraining network (T-NET) is a 2-way video/2-way audio network. The other two networks are 1-way video and 2-way audio. The Army National Guard, Army Reserve, Air National Guard, and Air Force Reserve teletraining network systems are listed below:

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| <u>Component</u> <sup>1</sup> | <u>Networks/Uplinks</u>       | <b>FY 95</b>     | <b>FY 96</b>     |
|-------------------------------|-------------------------------|------------------|------------------|
|                               |                               | <u>Downlinks</u> | <u>Downlinks</u> |
| <b>ARNG</b>                   | No network/uplink             | 0                | 30               |
| <b>USAR</b>                   | T-NET/20 uplinks              | 20               | Unk              |
| <b>ANG</b>                    | Warrior network/<br>3 uplinks | 93               | 240              |
| <b>USAFR</b>                  | T-NET/24 uplinks              | 24               | 24               |

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Note :

1. The Naval Reserve and Marine Corps Reserve did not have video teletraining systems infrastructure plans for Fiscal Year 1995, nor Fiscal Year-1996.
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## Joint Training

Joint training offers the opportunity for elements of more than one Service to participate together in training activities and operations. Joint Service opportunities enhance readiness and mobilization planning by increasing the experience of commanders and staffs in dealing with other Services. The Reserve components participated extensively in joint exercises during Fiscal Year 1995. Additionally, many of the operational contingencies which the Reserve component supported have provided opportunities for joint training. Figure 4-1 shows the exercises and operational missions supported by the Reserve components during Fiscal Year 1995.

**Figure 4-1**  
**TRAINING EXERCISES AND OPERATIONAL MISSIONS**

|                              |                               |                         |
|------------------------------|-------------------------------|-------------------------|
| ACES NORTH                   | FU CAM RIV                    | PHOENIX DERRICK         |
| AFRICAN EAGLE 94             | FU CAM SAL                    | PHOENIX DUCHESS         |
| AHUAS TARA                   | FU DEF 95                     | PHOENIX DUKE            |
| AHUAS TARA II                | FU ECUA                       | PHOENIX GAZELLE         |
| AIR WARRIOR I                | FUERTAS DEFENSAS              | PHOENIX GRAIL           |
| AIR WARRIOR II               | GLOBAL YANKEE                 | PHOENIX HALIBUT         |
| ALLEGiant SENTRY             | GUNSMOKE 95                   | PHOENIX ILLUSION        |
| AMALGAM FALCON BRAVE         | HONG KONG SAREX-95            | PHOENIX JACKAL          |
| AMALGAM WARRIOR              | HURR FELIX RELIEF             | PHOENIX JADE            |
| ARCTIC SAREX                 | HURR MARILYN RELIEF           | PHOENIX JOMINI          |
| B. BRONZE 95                 | INDONESIA SAREX               | PHOENIX MAGMA           |
| BALANCE ACTION               | IRON COBRA 95                 | PHOENIX ONYX            |
| BALANCED TORCH               | JOINT OVERSEAS TRAINING (JOT) | PHOENIX OVER            |
| BALIKAATAN 95                | JRTC AT FT POLK, LA           | PHOENIX PERCH           |
| BIG DROP                     | JTF 95-1                      | PHOENIX SHARK           |
| BIG DROP II                  | JTF 95-3                      | PHOENIX WADI            |
| BROKEN BODY                  | JTF-BRAVO                     | PHOENIX ZEBRA           |
| CABILITO                     | JTF-EX                        | PONY EXPRESS            |
| CARIB 95                     | KANGAROO 95                   | PROVIDE COMFORT         |
| CENTRAL ENTERPRISE           | KEFLAVIK SAR ALERT            | PROVIDE PROMISE         |
| CN 95                        | LIDAR TESTING                 | PROVIDE PROMISE 2       |
| COBRA GOLD                   | LINKED SEAS 95                | QUICK FORCE             |
| COMBAT ARCHER                | LIVE FIRE DEMOS AND SHIP      | QUICK REACTION FORCE    |
| COMMANDO SLING               | LANDING EXERCISES             | ROVING SANDS            |
| COMP2EX                      | LONG SHOT                     | ROVING SANDS 95         |
| COPE TIGER                   | MAFFS (FIREFIGHTING)          | RSOI 95                 |
| COPE TIGER 95                | MAINTAIN DEMOCRACY            | SAFE BORDER             |
| CORONET CLUSTER              | MIGHTY THUNDER                | SAFE PASSAGE            |
| CORONET OAK                  | NASA SUPPORT                  | SAR                     |
| CORONET SENTRY               | NATO AWACS SUPPORT            | SINGAPORE SLING         |
| CORONET SWAN                 | NORTHERN EDGE                 | SOUTHCOR DFTs           |
| CORONET SWORD                | NORTHERN VIKING 95            | SOUTHERN SPIRIT         |
| DEF ICELAND                  | OKLAHOMA CITY                 | SOUTHERN WIND           |
| DENY FLIGHT                  | PANAMA HAVEN                  | SPECIAL OPS             |
| DESERT RESCUE                | PATRIOT ANGLER                | SPRAY                   |
| DYNAMIC GUARD 94             | PATRIOT MEDSTAR               | STRONG RESOLVE 95       |
| DYNAMIC MIX 95               | PATRIOT SPAD                  | SUPT HOPE (RWANDA)      |
| F. BANNER 95                 | PATRIOT STRIKE                | TANDEM THRUST 95        |
| FEMA HURRICANE SUPPORT       | PATRIOT TIGER                 | TEAM SPIRIT             |
| FIGHTER WEAPONS SCHOOL       | PATRIOT YANKEE                | TF CAMINO DE LA PAZ     |
| SUPPORT                      | PATRIOT YUKON                 | TRADEWIND 95            |
| FLAG SERIES: RED FLAG, GREEN | PHOENIX ALBACORE              | TRANS AM 95             |
| FLAG, MAPLE FLAG, BLUE FLAG  | PHOENIX ANTELOPE              | TRANSDANUBIA SAREX      |
| FLOWING PEN                  | PHOENIX BACK                  | ULCHI FOCUS LENS        |
| FOAL EAGLE                   | PHOENIX BEACH                 | UNITED SHIELD           |
| FOAL EAGLE, OSAN KOREA       | PHOENIX BRIDGE                | UNITED SHIELD (SOMALIA) |
| FREEDOM BANNER               | PHOENIX CHAIN                 | UPHOLD DEMOCRACY        |
| FU CAM GUAT                  | PHOENIX CLUB                  | VOLANT COMFORT          |
| FU CAM PAN                   | PHOENIX DAGGER                | WEATHER TRACKING        |
|                              |                               | WOODLAND COUGAR         |
|                              |                               | YAMA SUKURA             |

Source: The Reserve components.  
Data as of September 30, 1995.

## Special Requirements to Support Active Component Missions

Reserve components support Active component special requirements in several ways. The Army uses Temporary Tours of Active Duty (TTAD), the Navy and Marine Corps use Active Duty for Special Work (ADSW), and the Air Force uses Manpower Personnel Appropriation (MPA) days. Funds used for these accounts are listed in Table 4-3.

## Overseas Training

Outside continental United States overseas training provides highly effective training

opportunities for Reserve component units and members. The planning necessary for a Reserve component unit to prepare and execute an overseas training mission closely parallels the planning required for mobilization and deployment. In addition to exercising mobilization, deployment, operational, and redeployment plans, overseas deployment training opportunities strengthen actual wartime command relationship and provide deploying units with geographical orientation. During Fiscal Year 1995, many Reserve component members and units participated in overseas training. Table 4-4 reflects Reserve component overseas training participation.

**Table 4-3**  
**SPECIAL REQUIREMENTS TO SUPPORT ACTIVE COMPONENT MISSIONS**  
(Dollars in Millions)

| <u>Service</u>      | <u>FY94</u> | <u>FY95</u>  | <u>FY96<sup>1</sup></u> |
|---------------------|-------------|--------------|-------------------------|
| Army (TTAD)         | 2.2         | 28.4         | 4.4                     |
| Army Reserve (ADSW) | N/A         | N/A          | 6.3                     |
| Navy (MPN ADSW)     | 9.6         | 9.0          | 16.2                    |
| Marine Corps (ADSW) | 25.6        | 17.5         | 13.7                    |
| Air Force (MPA)     | <u>78.0</u> | <u>105.7</u> | <u>86.3</u>             |
| Total               | 115.4       | 160.6        | 126.9                   |

Note:

1. Fiscal Year 1996 figures are estimates.

Source: The Reserve components.

Data as of September 30, 1995.

**Table 4-4**  
**OVERSEAS TRAINING**  
(Units/Personnel)

| <u>Component</u>     | <u>FY93</u>        |                  | <u>FY94</u>        |                  | <u>FY95</u>        |                  |
|----------------------|--------------------|------------------|--------------------|------------------|--------------------|------------------|
|                      | <u>Cells/Units</u> | <u>Personnel</u> | <u>Cells/Units</u> | <u>Personnel</u> | <u>Cells/Units</u> | <u>Personnel</u> |
| Army National Guard  | 1,071              | 26,132           | 1,315              | 22,769           | 1,323              | 22,994           |
| Army Reserve         | 835                | 19,007           | 1,350              | 19,476           | 1,938              | 21,132           |
| Naval Reserve        | 297                | 11,132           | 346                | 14,053           | 292                | 12,234           |
| Marine Corps Reserve | 71                 | 7,006            | 40                 | 531              | 100                | 1,969            |
| Air National Guard   | 141                | 18,390           | 180                | 27,000           | 127                | 21,050           |
| Air Force Reserve    | <u>398</u>         | <u>11,507</u>    | <u>536</u>         | <u>15,613</u>    | <u>127</u>         | <u>5,645</u>     |
| Total                | 2,813              | 93,174           | 3,767              | 99,442           | 3,907              | 85,024           |

Source: The Reserve components.

Data as of September 30, 1995.

## Joint Education and Experience

The Services are complying with the personnel policies that emphasize education and experience in joint matters for Reserve officers as directed by Title 10, United States Code. A study is being conducted which includes an inventory of duty positions in joint organizations filled by full-time and part-time Reserve officers and identifies those incumbents who require joint professional military education (PME). The study, which will also recommend joint assignment and personnel management policy, is expected to be completed by mid-1996. Limited numbers of potentially qualifying joint duty positions, varying participation levels, and geographic assignment constraints made earlier application of specific *Goldwater-Nichols Act* provisions impractical for Reservists. The Reserve component joint officer management program will be less structured and more flexible than the current program for Active component officers. Reserve component officers

assigned or attached to joint staffs will have the same education and training opportunities as their Active component counterparts.

Presently, there are no personnel policies that govern requirements for Reserve component officers serving in joint duty assignments; the selection of Reserve component officers for joint duty assignment, or documentation of Reserve component officers performing duty in joint duty positions or completing joint duty qualifying PME. Currently, only Active component personnel have policies that regulate joint duty assignment requirements and documentation of officer's joint duty assignments and education. The Office of the Assistant Secretary of Defense for Reserve Affairs has initiated a study to review PME requirements and documentation for the Reserve components. Additionally, the Reserve Forces Policy Board is reviewing the joint duty assignments requirements and documentation for the Guard and Reserve.



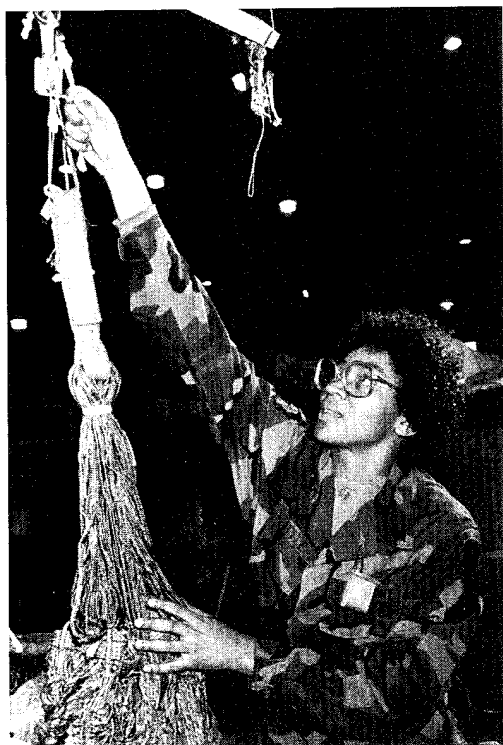


# Equipment

# 5

*"The Department's goal is to provide Reserve component units with modern, compatible equipment to enable them to do their job side-by-side with active forces and coalition partners."*

*Honorable William J. Perry,  
Secretary of Defense*



## Introduction

**T**he Department of Defense (DoD) goal is to ensure Reserve component units are manned, trained, and equipped to support the National Military Strategy, including the ability to respond to two nearly simultaneous major regional conflicts. Great strides have been made over the past 25 years, but compatibility shortfalls and essential support equipment shortages still exist. DoD's equipping strategy entails capitalizing on equipment redistribution, modification, and smart business practices, using new procurement only when necessary.

## Service Equipment Acquisition

The Army equipping policy is based on the requirement to prepare for two nearly simultaneous major regional conflicts. As such, the equipping strategy of the Army is based on DoD's "first to fight, first to equip" strategy.

The Army National Guard units are equipped in accordance with DoD's policy of "first to fight, first to equip." Based on their deployment timelines and associated equipping prioritization, Army National Guard divisions and enhanced brigades are equipped at a rate that does not always keep pace with their Active component counterparts.

Using the Department of Defense policy of "first to fight, first to equip" as implemented by the Army, early deploying Army Reserve units that are part of the Contingency Force Pool continue to improve equipment readiness. Army Reserve Contingency Force Pool support units are fully integrated into the Department of the Army Master Priority List in the appropriate sequence to ensure that Army-directed fieldings and redistributions occur in "first to fight" order.

The Naval Reserve is an integral part of the Total Force Navy and is equipped under a program of horizontal integration. The Naval Reserve participates in all phases of the Program

Objective Memorandum process and planning initiatives to ensure unit readiness remains at a level commensurate with similar Active component units. Equipment is distributed within the Naval Reserve in a manner designed to meet unit mission requirements and provide effective organizational integrity, operational and maintenance compatibility, supply support, and fleet interoperability.

The philosophy and methodology used in planning and equipping the Marine Corps Reserve have remained unchanged. The determination of equipment requirements for the Total Force Marine Corps is accomplished through the development and use of a single Acquisition Objective (AO). The AO includes equipment modernization and conversion plans. It addresses all initial issue quantities and planned sustainability requirements for Active component units and designated Reserve component units.

The Air National Guard is generally equipped proportional with the Active component for equipment distributed by the Air Logistics Centers. However, results are mixed when Active component commands are redistributing excess equipment in their possession. Support equipment shortfalls will increase if short notice conversions take place in Fiscal Year 1996 as they have in recent years. Combat communications units are generally being equipped at the same rate and priority as the Active component. One exception to this rule is in the area of Theater Deployable Communications, where the overall funding has forced the Air National Guard to the end of the acquisition cycle. All equipment shortages have a negative impact on Air National Guard readiness. This is particularly true in medical equipment. The lack of Air Force funding for new and modern medical equipment in War Reserve Material (WRM) requires the Air National Guard to transfer or borrow equipment from other Air National Guard medical units prior to deployment.

Since 1982, the Air Force has implemented and fully supported the "first to fight, first to equip" DoD policy. Air Force Reserve units are equipped

equally in all areas to their Active component counterparts. Although challenges exist, the Air Force Reserve has no unique equipment shortages and does not foresee any equipment shortage. Force downsizing and the conversion to a 2-level maintenance system have resulted in extraordinary changes in weapons systems and in numbers/kinds of support equipment. The Air Force Reserve maintains and enhances the combat capability of its older weapons systems. Its primary "qualitative" improvements during Fiscal Year 1996 will include a night vision compatible lighting upgrade for all AFT F-16 aircraft, continued installation of Radar Warning Receivers for C-130 aircraft, and color cockpit cameras for A-10 aircraft.

Overall, U.S. Special Operations Command Reserve unit material readiness levels are on a par with their Active component counterparts. Units slated for early deployment by their Time Phased Force Deployment List continue to receive state-of-the-art equipment essential to accomplish their missions.

With the exception of the deployable Port Security Units (PSU) and Composite Naval Coastal Warfare Units (CNCWU), the Coast Guard Reserve trains with Active component equipment. Currently, replacement for PSU equipment is needed because the same equipment is used for both training and deployment missions. A training equipment suite specifically designated for training purposes is needed to maintain a high readiness posture for PSU personnel. Additional equipment requirements will be forthcoming with the establishment of three additional PSUs and new CNCWUs. PSUs and CNCWUs directly support combatant CINC operation plans. The specialized equipment required by these units does not exist in the Active component inventory, so special procurement and funding initiatives are needed.

Table 5-1 reflects NGREA from Fiscal Years 1989 through 1996.

**Table 5-1**  
**NATIONAL GUARD AND RESERVE EQUIPMENT APPROPRIATIONS**  
(Dollars in Millions)

| <b>Component</b>       | <b>FY89</b>  | <b>FY90</b> | <b>FY91</b>  | <b>FY92</b>  | <b>FY93</b>  | <b>FY94</b>  | <b>FY95</b> | <b>FY96</b>     |
|------------------------|--------------|-------------|--------------|--------------|--------------|--------------|-------------|-----------------|
| Army National Guard    | 256          | 332         | 806          | 344          | 399          | 194          | 121         | 100             |
| Army Reserve           | 30           | 89          | 71           | 104          | 32           | 126          | 133         | 90              |
| Naval Reserve          | 145          | 149         | 659          | 381          | 130          | 147          | 108         | 40              |
| Marine Corps Reserve   | 82           | 119         | 160          | 158          | 206          | 120          | 76          | 100             |
| Air National Guard     | 399          | 237         | 648          | 558          | 414          | 340          | 245         | 260             |
| Air Force Reserve      | 227          | 64          | 155          | 362          | 125          | 242          | 91          | 176             |
| Undistributed Aircraft |              |             |              |              |              |              |             | 11 <sup>1</sup> |
| <b>Total</b>           | <b>1,139</b> | <b>990</b>  | <b>2,499</b> | <b>1,907</b> | <b>1,306</b> | <b>1,169</b> | <b>774</b>  | <b>777</b>      |

Note:

1. Fiscal Year 1996 figure.

Source: DoD Comptroller.

Data as of January 30, 1996.



## Major Equipment Deliveries

New and modern equipment continues to enhance Reserve component readiness and availability. It also reduces cost for repair and parts stockage for older, non-supportable equipment, and allows Reserve component personnel to train with and maintain equipment comparable to Active component units with whom they will fight. Some items are purchased specifically for the Reserve component by Active component in the normal budget cycle. Other items are funded through the National Guard and Reserve Equipment Appropriations (NGREA) or come from the Active component through redistribution.

Figure 5-1 shows the type of equipment delivered to each Service as a result of NGREA funding.

The Army National Guard has fielded a substantial number of new major end-items of equipment during Fiscal Year 1995. The downsizing of the Active component allows the cascading of major end-items of equipment. This creates a significant positive effect on Army National Guard unit readiness and combat effectiveness. However, there are concerns with reduced modernization funding throughout the Total Army for future years. The procurement of modernization systems affects the Army National Guard, Army Reserve, and Active component units.

The Army Reserve received equipment in Fiscal Year 1995 through direct purchases by the Army, additional equipment through NGREA funding, and equipment redistributed from the Active component to the Reserve component. The trend in procuring new systems continues to be force package driven. This primarily targets combat and combat support systems. Additional emphasis should be given to purchase combat service support (CSS) systems critical to the Army Reserve force readiness. Procurement and fielding of CSS systems to the Army Reserve will decrease in future years if the emphasis remains with combat systems and the Army procurement budget continues to decline.

In the second quarter of Fiscal Year 1996, Army Reserve units are scheduled to receive 418 trucks with 2.5 ton capacity. They were completely overhauled under the Extended Service Program funded with prior years' NGREA. In Fiscal Year 1997, the Army Reserve is scheduled to receive an additional 360 trucks funded by Fiscal Year 1995 NGREA, and additional vehicles through Fiscal Year 1998 as NGREA funds become available.

Fiscal Year 1995 was considered a very positive year for the Naval Reserve regarding equipment received through redistribution and procurement. Receipt of major new equipment in the Reserve component continues to increase mission capability and compatibility with the Active component. Major equipment delivered to the Reserve component in Fiscal Year 1995 included one aircraft carrier, two mine countermeasure ships, one coastal mine hunter, two Landing Ship Tanks (LST), and numerous aircraft and communications equipment.

While funding has been tight, the Marine Corps continues to move forward in achieving its acquisition objectives, thus horizontally fielding equipment to the Reserve component and Active component simultaneously. In Fiscal Year 1995, the Reserve component received M-240G machine guns, M-1A1 tanks, and initial fire support automation systems. Continued attention to equipping the Active component and Reserve component horizontally ensures "seamless integration" when Reserve component volunteerism, recall, or mobilization occurs.

The major equipment delivery trend was positive for the Air National Guard. This was accomplished through normal procurement channels within the Total Force Air Force with no particular influence from any component. New equipment provided to the Air National Guard in Fiscal Year 1995 included the P-23 crash fire rescue truck, the C-130H-3 aircraft, night vision goggles, night vision goggle compatible aircraft lighting, medical X-ray equipment, and command, control, and communications equipment.

**Figure 5-1**  
**MAJOR EQUIPMENT ITEMS PURCHASED WITH NGREA FUNDS**

**Received in Fiscal Year 1995**

**Army National Guard**

2.5 Ton Cargo Extended Service Program  
 Reverse Osmosis Water Purification  
 Kit (ROWPK)  
 Fueler Trucks (HEMTT)  
 M-917A1 Dump Truck  
 UH-60Q Modification Kits  
 UH-60 Helicopter

**Army Reserve**

M-577A3 Command Tracks  
 M-984A1 HEMTT Wreckers  
 M-871 22-1/2 Semi-Trailers  
 Steam Cleaners  
 AN/TTC-39D  
 AN/TRC-170(V3) Light Troop Systems  
 NVG, AN/PVS-7B  
 Shop Shelters (Multiple LINs)  
 Large Tug Boats  
 C-12 Cargo Transports

**Naval Reserve**

C-130 Aircraft  
 MIUW Surveillance Vans  
 Inshore/Minesearch Boats  
 DC-9 Extended Range Fuel Tanks  
 MIUW Engineering Equipment  
 COMNAVRESFOR ADP Upgrades

**Marine Corps Reserve**

KC-130 Aircraft  
 AH-1W Attack Helicopters  
 AN/TSC-120 Radios

**Air National Guard**

C-130 Aircraft  
 C-26 Aircraft  
 NVG Lighting and NVGs  
 Radar for KC-135 Aircraft

**Air Force Reserve**

C-130 Aircraft  
 KC-135 Auxiliary Power Units  
 HH-60 Engine Upgrades  
 F-16 Modifications for Block C and D Aircraft

**Coast Guard Reserve**

None

Source: The Reserve components.  
 Data as of September 30, 1995.

In Fiscal Year 1995, a significant number of Air Force Reserve unit conversions and upgrades to different equipment occurred. After the drawdown and conversion activity of the previous years, the Air Force Reserve received fewer major new end-items in Fiscal Year 1995. This trend does not reflect any significant Air Force, Department of Defense, or congressional influences. This trend illustrates the return to a normal level of activity following the drawdown in forces and the resulting redistribution of equipment. The Air Force Reserve received six C-130H-3 aircraft during Fiscal Year 1995 as a result of congressionally-added funds in Fiscal Year 1994.

The Coast Guard Reserve primarily uses Active component equipment. However, the Coast Guard Reserve has validated a requirement for funding to equip the newly-established Port Security Units in the Reserve component. Coast Guard Reserve Port Security Units are among the first to be recalled. They are responsible for securing in-theater ports of embarkation against external threats and operational hazards. As "first to fight" units, they need to be fully equipped and ready for recall on very short notice. It is imperative that equipment readiness be attained.

## Equipment Modernization and Conversions

Modernization occurs when older equipment such as M-60 tanks is upgraded or replaced with a newer, more capable tank such as the M-1 Abrams. Equipment conversions occur when equipment is used in another way. This process is crucial for Reserve units to operate seamlessly with their Active counterparts. Modernization has continued at a rapid pace over the past several years primarily with equipment provided to the Reserve components through redistribution. The redistribution is due to reductions in the Active components. Future modernization will continue to be mainly through redistribution as projected procurement budgets will be smaller.

The Army National Guard continues to make significant advances in equipment modernization, particularly in combat systems. In Fiscal Year 1995, 451 Abrams tanks and 224 Bradley fighting vehicles replaced M-60 tanks and armored personnel carriers in combat units. Fifty-eight multiple launch rocket systems replaced old 8-inch howitzers in artillery batteries. Over 6,000 Single Channel Ground and Airborne Radio Systems were received in Fiscal Year 1995 to replace Vietnam-era 12-series radio systems. Other modern trucks, engineering and heavy construction equipment, communication and data systems, air defense missile systems, pistols, and mortars replaced older systems or filled unit shortages. The majority of these modernizations, upgrades, and conversions came from the redistribution of equipment from the Active component. Obtaining equipment that is compatible and interoperable with the Active component is a vital concern to the Army National Guard.

Army Reserve modernization centers around "core competencies" pertaining to combat support and combat service support missions. Redistribution and cascading program reports indicate that significant quantities of equipment have been transferred from the Active component to the Reserve components, mostly

from Retrograde of Equipment from Europe (RETROEUR) program. However, the greatest quantities have been predominantly combat arms equipment which is not pertinent to the combat support/combat service support orientation of the Army Reserve.

Modernization in the Naval Reserve came predominantly from the redistribution of equipment from the Active component to the Reserve component and from the normal budget cycle. The vast majority of this modernization was in ships, aircraft, boats, and communications equipment. Continued equipment modernization, upgrade, and conversion are a natural result of the Navy's horizontal integration of the Reserve component with the Active component. Major Naval Air Reserve unit changes are scheduled for Fiscal Year 1996 due to relocation of squadrons from Miramar, California, to Fallon, Nevada, and conversion from F/A-18 Hornet aircraft to F-5 aircraft to perform the role of opposing forces training air units.

Equipment modernization continues to introduce new items into the Total Force Marine Corps. The warfighting role of the Marine Corps Reserve, as it is seamlessly integrated with the Active component, demands horizontal fielding of modern equipment. The Marine Corps Reserve policy of transferring equipment assets between Services has added to the readiness of the Marine Corps Reserve. This policy effected the upgrade of the M-60 to the M-1A1 tanks in the two Marine Corps Reserve tank battalions.

Conversion from one aircraft type to another occurred in eight Air National Guard squadrons of KC-135, F-16, and C-130 aircraft. With the assistance of the Air Force, the Air National Guard converted to newer, more easily maintained aircraft.

The Air Force Reserve had one fighter squadron upgrade from 15 F-16 block 15 aircraft to 15 F-16 block 32 aircraft. One squadron converted from F-16 aircraft to C-141B aircraft. Additionally, six KC-135R engine kits (costing \$26 million each) were transferred to the Air Force Reserve from the Active component. These

kits will be used to convert KC-135E aircraft to R-models. Continued efforts will be made to maintain and enhance older weapons systems through a strong focus on qualitative improvements to current weapons systems.

In Fiscal Year 1996, these challenges will include:

- Purchasing auxiliary power units for KC-135 aircraft.
- Installing radar warning receivers for C-130 aircraft.
- Procuring color cockpit cameras for A-10 aircraft.

The Coast Guard Reserve primarily uses Active component equipment to train, so it does not have a specific Reserve component equipment modernization or conversion program.

### Equipment Modification Programs

Modifications to existing systems increase survivability, mission capability, reliability, maintainability, and safety. Due to declining budgets, the Reserve components have experienced difficulty in obtaining adequate funds for all equipment modifications necessary to ensure compatibility with the Active components. In both the Active and Reserve components these requirements are often funded through offsets to existing programs.

The Army National Guard continues to support modification of armored personnel carriers to better operate with the Army's main battle tank. The 2.5 ton truck Extended Service Program will begin producing vehicles in January 1996 that are compatible with the Family of Medium Tactical Vehicles. This program will provide the Army National Guard with 2.5 ton trucks through the year 2000. Similar programs are being initiated for artillery and heavy engineering equipment. The Army National Guard maintains vigilance for opportunities to modify equipment systems

capabilities, reliability, durability, and cost effectiveness. As an example, the Texas Army National Guard has set up a successful 5 ton truck rebuild program to repair 150 800-series 5 ton trucks at lower cost.

In Fiscal Year 1995, the Army Reserve modified 10 U-21A aircraft to the current standards. This depot maintenance initiative will extend the life of the 25-year old fleet an additional 3-5 years. In Fiscal Year 1996, the Army Reserve will modify approximately 150 older bulldozers through depot maintenance to match the form, fit, and function of the newer models coming into the inventory. The inclusion of RETROEUR program assets from the Active component will allow the Army Reserve to eliminate obsolete bulldozers. Approximately 90 rough terrain cargo handlers will be modified by depot maintenance to extend their service life an additional 5-7 years. The Army Reserve continues to identify equipment from over 2,500 lines to modify, rebuild, overhaul, or add to the extended support program.

The Naval Reserve does not maintain a Reserve component specific modification program. Equipment improvements are made in conjunction with Active component schedules. Naval Reserve Force ships are scheduled for maintenance availabilities by the Fleet Commanders in Chief. Two ships had routine life-cycle maintenance periods accelerated due to projected fleet needs. The Mobile Inshore Undersea Warfare program continued to achieve upgrades through NGRE funding.

The Marine Corps Reserve had no equipment modification programs in Fiscal Year 1995. The M-1A1 tanks are scheduled for modifications in Fiscal Year 1996 and Fiscal Year 1997.

The Air National Guard and the Air Force Reserve are included in the Air Force equipment modification program. However, this program is under severe shortfall because of monetary cutbacks in the modification program over the past two years. The Active and Reserve components are being forced to consider ways in which some aircraft get modifications and others do not. This prioritization requirement means scaling back

Force initiatives and delaying modifications and installations until future years. Very few programs have been canceled so far. The Air Reserve components intend to maintain full compatibility with the Active component. With congressional support in Fiscal Year 1995, Reserve component initiatives such as radar warning receivers for C-130 aircraft, auxiliary power units for KC-135 aircraft, various upgrades for HH-60 Blackhawk Helicopters, and a night vision compatible lighting modification for F-16 fighter aircraft have been continued. Additional focus in Fiscal Year 1996 will be placed on achieving a low cost solution for utilizing precision guided munitions on Reserve component aircraft.

The Coast Guard Reserve has no Reserve component specific equipment modification program.

### Major Equipment Transfers

The continued drawdown of the Active components and the ensuing equipment redistribution from the Active components to the Reserve components has slowed. This effect has reduced the Fiscal Year 1995 list of equipment transferred to the Reserve component. Figure 5-2 represents the major end-items of equipment transferred from the Active

**Figure 5-2**  
**TYPES OF MAJOR EQUIPMENT TRANSFERRED**  
**FROM ACTIVE COMPONENT TO RESERVE COMPONENT**

#### Army National Guard

- Armored Personnel Carriers
- Helicopters
- Towed Howitzers
- Self-Propelled Howitzers
- Anti-Tank Launchers
- Infantry Tactical Vehicles
- 9mm Pistols
- M-16A2 Rifles
- Recovery Vehicles
- M-1 Tanks
- M-1A1 Tanks
- Crane
- HMMWVs
- Kitchen Trailers
- Gas Masks
- Mobile Communication Substations
- Night Vision Goggles
- Radios
- Trucks

#### Army Reserve

- Rough Terrain Cranes
- HMMWVs
- Gas Masks
- Mobile Communication Substation
- Night Vision Goggles
- Radios
- M-16A2 Rifles
- 9mm Pistols
- Trucks
- Semi-Shop Trailer
- Excavators

#### Naval Reserve

- Aircraft Carrier
- Mine Countermeasures Ships
- Coastal Minehunter
- Helicopters
- Landing Tank Ships
- CT-39G Aircraft
- P-3C Aircraft

#### Marine Corps Reserve

- Not Applicable

#### Air National Guard

- F-16C/D Block 42 Fighter Aircraft
- B-1B Bombers
- C-130H Aircraft
- Medical X-Ray Systems

#### Air Force Reserve

- KC-135R Aircraft Engine Kits

#### Coast Guard Reserve

- Not Applicable

Source: The Reserve components.  
Data as of September 30, 1995.

component to the Reserve component by Service. In both the Marine Corps and the Coast Guard, equipment for the Reserve components is part of these Service's procurement process and is not normally transferred from the Active component to the Reserve component.

### Equipment: Required/On-Hand

Table 5-2 shows the dollar value of selected major equipment wartime requirements and on-hand quantities for each Reserve component and compares required versus on-hand levels at the end of Fiscal Year 1994 and Fiscal Year 1995. Substitute equipment is included in on-hand

quantities. Refer to the National Guard and Reserve Equipment Report (NGRER) for a detailed analysis of Reserve component equipment status. Equipment on-hand values and percentages are generally high when substitute items are included in the analysis

There are few shortages in high dollar combat systems. Shortages in lower cost support items are somewhat masked by substitute items. Projections for Fiscal Year 1996 percentages on-hand are not projected to decline, although the requirement and on-hand values may be reduced slightly as Reserve forces decline in size.

**Table 5-2**  
**MAJOR EQUIPMENT ON-HAND**<sup>1, 2, 3</sup>  
(Dollars in Millions)

| <u>Component</u>     | <u>Year</u> | <u>Wartime Requirement</u> | <u>On-Hand</u> | <u>Percent On-Hand vs Required</u> |
|----------------------|-------------|----------------------------|----------------|------------------------------------|
| Army National Guard  | FY95        | 35,415                     | 29,720         | 84%                                |
|                      | FY94        | 30,429                     | 27,771         | 91%                                |
| Army Reserve         | FY95        | 6,624                      | 5,331          | 80%                                |
|                      | FY94        | 6,523                      | 5,450          | 84%                                |
| Naval Reserve        | FY95        | 16,240                     | 15,553         | 96%                                |
|                      | FY94        | 15,039                     | 14,908         | 99%                                |
| Marine Corps Reserve | FY95        | 4,624                      | 4,271          | 92%                                |
|                      | FY94        | 4,840                      | 4,515          | 93%                                |
| Air National Guard   | FY95        | 36,306                     | 36,545         | 100%                               |
|                      | FY94        | 35,785                     | 35,916         | 100%                               |
| Air Force Reserve    | FY95        | 15,899                     | 15,698         | 99%                                |
|                      | FY94        | <u>15,902</u>              | <u>15,882</u>  | <u>100%</u>                        |
| Total                | FY95        | 115,108                    | 107,118        | 93%                                |
|                      | FY94        | 108,518                    | 104,442        | 96%                                |

**Notes:**

1. Data is on selected items from the National Guard and Reserve Equipment Reports for Fiscal Years 1994 and 1995.
2. Equipment items reported vary slightly from year-to-year.
3. Substitute items are included.

Sources: Office of the Assistant Secretary of Defense for Reserve Affairs and the Reserve components.  
Data as of September 30, 1994 (FY94) and September 30, 1995 (FY95).

## Major Equipment Shortages

Figure 5-3 lists significant equipment shortages for each of the Reserve components, to include funded and unfunded items. Early deploying units, with the exception of some

units within the Reserve components of the Army, have virtually all of their most critical items. The trend, while positive through Fiscal Year 1995, will still leave some shortages in the early deploying support units from the Reserve components of the Army.

**Figure 5-3**  
**MAJOR EQUIPMENT SHORTAGES**

### **Army National Guard**

- 5-ton tractor and cargo vehicles
- 10-ton trucks (HEMTT)
- M-113A3s
- UH-60 and CH-47D helicopters
- Ground based radar
- Forward area air defense C3I
- Stinger missiles
- Light armored vehicles
- HMMWVs
- SINCGARS

### **Army Reserve**

- Communication/Electronics equipment
- Medical equipment
- Power generation equipment
- Water purification equipment
- Combat support equipment
- Line haul tractors

### **Naval Reserve**

- F/A-18 aircraft upgrades
- C-9 aircraft upgrades
- P-3 aircraft upgrades
- F/A-18C replacement aircraft
- C-9 replacement aircraft
- Aircraft support equipment
- Helicopter upgrades
- PBR/MATC replacement riverine craft
- Communications electronics equipment
- Physical security equipment
- Video teletraining equipment
- Aircraft training equipment
- Emergency ordnance disposal equipment
- Mobile diving, salvage, and special warfare equipment

### **Marine Corps Reserve**

- CH-53E helicopters
- Communications electronics equipment
- Radars
- Power generation equipment
- Air conditioning equipment
- Trucks and tractors
- Semi-trailers
- Machine guns
- Tanks
- Light armored vehicles
- Night vision equipment
- Sniper rifles
- Anti-tank weapons launchers
- Night tracking equipment
- Computer equipment

### **Air National Guard**

- Hydrant hose trucks
- 5-ton cargo trucks
- Tactical generators
- Aeromedical War Reserve Material
- X-ray film processors
- Dental chairs
- Electrocardiographs

### **Air Force Reserve**

- Strategic airlift replacement for aging C-141 aircraft

### **Coast Guard Reserve**

- Outboard motors
- Communications electronics equipment
- Navigation equipment
- Night vision equipment
- Weapons equipment and support kits
- Boat equipment kits
- Power generation equipment
- Medical kits
- Administrative support kits
- Outlifting gear
- Tents

Source: The Reserve components.  
Data as of September 30, 1995.

The Army Reserve has equipment shortages that adversely affect their readiness and deployability. However, in the past year Army Reserve equipment on-hand status has improved one percent and Contingency Force Pool units four percent.

Approximately 27 percent of the Army Reserve is not deployable due to equipment shortages, with 13 percent of the planned early deploying units having significant problems. Contingency Force Pool (CFP) units are still short critical equipment.

Naval Reserve, Marine Corps Reserve, Air National Guard, and Air Force Reserve units are equipped commensurate with their comparably tasked Active duty counterparts. The Marine Corps Reserve has shortages that are based on limited funds to fill Active and Reserve component requirements. The Naval Reserve and Air Force Reserve have no unique shortages in major equipment and do not foresee any major equipment shortages.

The Coast Guard Reserve has shortages because of creating new Reserve component units. The Coast Guard Reserve has continually tried to obtain equipment funding through the Function 400, Department of Transportation appropriation process. Historically this has been unsuccessful because of stiff competition from other Transportation priorities. For this reason,

the Coast Guard Reserve will seek supplemental equipment funding through the DoD.

Critical shortages have been filled for the most part by early deploying units in Reserve units of all Services. Remaining shortages are mostly in support equipment categories, some of which will still remain through Fiscal Year 1996. The high cost of new technology, combined with declining procurement budgets, forecast support equipment shortages. The shortages will occur despite innovative programs and strategies to equip the Reserve components.

### Obsolete or Incompatible Equipment

Obsolete or incompatible military equipment is an issue of great concern to the Department of Defense. Like shortages, the existence of incompatible and obsolete equipment will remain despite persistent efforts by the Services. The high cost of solving this problem and declining budgets will permit only marginal improvements through Fiscal Year 1996 and beyond.

Figure 5-4 lists obsolete or incompatible equipment in the Reserve component for Fiscal Year 1995.





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**Figure 5-4**  
**OBSOLETE OR INCOMPATIBLE EQUIPMENT**

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**Army National Guard**

- M-113A2 armored personnel carriers
- Early series medium tactical trucks
- Early series D-7 bulldozers
- M-123 10-ton tractors
- 60-ton capacity heavy equipment transporter
- Commercial utility cargo vehicles
- Gasoline powered generators
- 12-Series tactical FM radio systems
- AM (106) radios
- Identification friend or foe (IFF) equipment

**Army Reserve**

- U-21 Aircraft
- Old water craft (tugs, floating cranes, boats)
- 60-ton capacity heavy equipment transporter
- Early series medium tactical trucks and trailers
- M-880 series maintenance contact trucks
- Old construction engineer equipment
- 12-Series tactical FM radio systems
- Various items of old CSS equipment

Source: The Reserve components.  
Data as of September 30, 1995.

**Naval Reserve**

Some models of Reserve aircraft are not logistically supportable on deployed Active component aircraft carriers.

**Marine Corps Reserve**

- M-60 machine guns, models D and E
- M-88A1 recovery vehicle
- Early series of night vision goggles
- RH-53D helicopters

**Air National Guard**

AE-24U-8 turbine powered generators

**Air Force Reserve**

- Auxiliary power units for KC-135 aircraft
- KC-135E engines (upgrade to KC-135R required)

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**Logistics Automated Management Systems**

Major efforts continue to provide or upgrade automated data processing support for management of Reserve component personnel, training, and logistics. The DoD's goal is to provide capability and jointness using microcomputers at the local level. On-line communication and interaction with larger systems are essential to reduce delays, improve efficiency of operations, and make current information available to various levels of command.

The Army National Guard is moving forward to standardize its tactical logistics automated systems. Standardized systems for direct support unit supply maintenance, property identification, and ground unit level logistics have already been fielded. The Army National Guard has been selected as a lead agency for fielding an aviation unit-level logistics system. Fielding of a permanent Army retail supply system is projected to begin the first quarter of

Fiscal Year 1996 and end the first quarter of Fiscal Year 1997.

The Army Reserve operates two non-standard logistics programs. One provides limited unit level logistics operation. The other is used in organization support activities to track operations and manpower reporting. Neither system is compatible with any Army standard information system and there are currently no plans to make them compatible.

Two factors limit the interoperability of the Army Reserve and Army standard systems. First, a continued shortfall in the funding continues to slow fielding of standard Army information systems to the Army Reserve. Secondly, the confusion surrounding the congressional language restrictions for the Reserve Component Automation System has limited the ability of the Army to complete the total automated management systems concept. The Army briefed Congress that this interoperability will be completed by Fiscal Year 2003. As long as resources are made available, the Army Reserve should be compatible by that time. Because of this

long fielding program, Army Reserve units will require fielding and training on present systems before current deployments.

The Naval Reserve supports two logistics information systems for development and maintenance. The Controlled Equipage Inventory System is a microcomputer-based application currently used by Naval Reserve sites to support property accountability, property identification, physical and automated inventory, maintenance of records, management reports and custody control procedures. The system was enhanced in Fiscal Year 1995 by adding bar coding capabilities. The second system, Joint Aviation Logistics Information System, is the centralized scheduling system for all Navy unique fleet essential and operational support aircraft.

After an extensive evaluation of operational support aircraft scheduling systems by the Department of Defense executive steering committee headed by U.S. Transportation Command (USTRANSCOM), the Naval Reserve's Joint Aviation Logistics Information System was chosen for the coordinated scheduling of all DoD operational support aircraft assets. The Naval Reserve is the lead agency to develop and replace the existing systems within the Services.

The Marine Corps Reserve uses a PC-based system as its automated management system for logistics. The Active and Reserve components are now on-line with the same system. Currently, the only factor limiting interoperability is the connectivity of transmit hardware and software provided by the host command sites. This limiting factor will be eliminated when the Reserve Network is available at all sites. The Marine Corps policy of seamless integration of logistics systems ensures interoperability throughout the Total Force Marine Corps and permits the successful execution of logistics plans in joint operations.

Air National Guard automated logistics management systems are upgraded in conjunction with upgrades made to Active component systems. The Cargo Movement

Operations, Advanced Traceability and Control, and Air Transportation Computer-Based Training systems were fielded to the Air National Guard in Fiscal Year 1995. These systems, like the rest of the Air Force's logistics systems, are used throughout the Air Force.

All automated logistics systems used by the Air Force Reserve are interoperable with the Active component. The Air Force Reserve uses three automated logistics management systems to supply logistics managers with near real-time aircraft status worldwide aircraft configuration management for selected weapons systems. Data is also available for flying hours, hardware inventory management, and reliability and maintainability. The Air Force Reserve is working with Active component major commands throughout the Air Force to develop new automated logistics management systems that will enhance management of logistics assets and maintenance by providing near real-time access to logistics data.

During Fiscal Year 1995, an Integrated Logistics Support Plan was developed for the Port Security Units in the Coast Guard Reserve. This plan will become the basis for an Operational Logistics Support Plan upon mobilization or using Port Security Units with the Active component. Several existing automated systems will be used to support this plan. These automated logistics and supply systems are the same ones used by the Active component and ensure total interoperability.

### **Depot Maintenance**

Depot maintenance programs enhance operational readiness by providing sustainment support for major equipment through overhauls, rebuilds, and modifications. Included in depot maintenance are such programs as the Extended Service Program (formerly called Service Life Extension Plan or SLEP), Repair and Return, and the Inspect and Repair Only as Necessary (IRON) programs. These programs modernize equipment and increase the serviceable life of major end-items such as aircraft, ships, and vehicles. Table 5-3 shows the status of requirements and funding levels.

**Table 5-3**  
**UNFUNDED DEPOT MAINTENANCE REQUIREMENTS**  
**(Dollars in Thousands)**

| Component            | Status     | Fiscal Year 1994 | Fiscal Year 1995 | Fiscal Year 1996     |
|----------------------|------------|------------------|------------------|----------------------|
| Army National Guard  | Required   | 198,800          | 258,200          | 257,700 <sup>1</sup> |
|                      | Funded (%) | 112,800 (57%)    | 113,300 (44%)    | 48,000 (19%)         |
| Army Reserve         | Required   | 94,370           | 126,800          | 111,110              |
|                      | Funded (%) | 32,080 (34%)     | 95,900 (76%)     | 57,380 (52%)         |
| Naval Reserve        | Required   | 74,000           | 155,100          | 146,200              |
|                      | Funded (%) | 64,300 (87%)     | 143,400 (92%)    | 119,200 (82%)        |
| Marine Corps Reserve | Required   | 2,200            | 7,700            | 5,900                |
|                      | Funded (%) | 1,700 (77%)      | 2,800 (36%)      | 2,300 (39%)          |
| Air National Guard   | Required   | 276,900          | 394,700          | 394,200              |
|                      | Funded (%) | 276,900 (100%)   | 370,200 (94%)    | 334,000 (85%)        |
| Air Force Reserve    | Required   | 137,000          | 152,200          | 200,660              |
|                      | Funded (%) | 137,000 (100%)   | 152,200 (100%)   | 196,300 (98%)        |
| Total                | Required   | 783,770          | 1,094,700        | 1,115,770            |
|                      | Funded (%) | 625,280 (80%)    | 877,800 (76%)    | 713,980 (68%)        |

Note:

1. Excludes operational support airlift. Army OSA requirements and funding transferred to the ARNG in FY96. OSA requirements are fully funded at \$52.7 million.

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.  
Data as of September 30, 1995.

The decline in Depot Maintenance funding degrades training, diminishes sustainability, and reduces readiness for early deploying units. It also contributes to the inefficient utilization of operation and maintenance funds used to keep obsolete or degraded equipment operational. Similar funding constraints within the Active components further degrade Reserve component readiness. This occurs because the primary method of acquiring modern equipment for the Reserve components is through redistribution of equipment from the Active components. Lack of funding for the Active components delays redistribution of more modern equipment to displace older equipment in the Reserve components.

### Organizational Maintenance

Due to increasing maintenance backlogs and declining numbers of full-time military technicians, Army National Guard units have to use more preventative methods to off-set this imbalance. The Guard is working hard to introduce maintenance aids to enhance the knowledge and production of available technicians. To assist unit commanders in reducing the backlog, states are using M-Day Direct Support and General Support maintenance units during inactive duty training and annual training periods. The cross-training of personnel within maintenance related military occupational specialties allows flexibility in assigning personnel to repair equipment.

The Army Reserve's Regional Support Commands and Army Reserve Commands have taken the following aggressive steps to temporarily reduce the organizational maintenance backlog. The gains include increased readiness and less backlog. The Army Reserve's future efforts in alleviating its organizational maintenance backlog include an Off-Post Area Support initiative. This combines one-stop maintenance operations within the same Area Maintenance Support Activities/Equipment Concentration Site and the use of combat service support structure to augment these efforts.

Currently, no unit level organizational maintenance backlogs exist in the Naval Reserve. There is some concern about Aviation Depot Maintenance in the Naval Reserve for Fiscal Year 1996. Funding for Depot Maintenance dropped from \$90 million in Fiscal Year 1995 to \$62 million in Fiscal Year 1996. A decline of this magnitude must be closely managed to ensure proper use of funds for Standard Depot Level Maintenance and rework.

The Fiscal Year 1995 congressional funding increase and subsequent Department of Defense plus-ups have arrested the growth of unfunded depot maintenance in the Marine Corps Reserve. The current depot maintenance funding profile will effectively balance the workload with requirements. The Marine Corps will achieve its management goals by Fiscal Year 1998.

Although maintenance backlogs do exist in both the Air National Guard and the Air Force Reserve, the Air Force believes the impact is at a manageable level. This issue is being addressed by aggressive funds management and the corporate Air Force process. The Air Force believes these backlogs will continue to subside with this effort.

The new Coast Guard Reserve Port Security Unit Integrated Logistics Support Plan addresses maintenance planning, delegates responsibilities to various Maintenance and Logistics Commands, defines types of maintenance, identifies maintenance facilities for particular equipment, and mandates the development of Maintenance

and Support Outlines for all Port Security Unit equipment in the same manner as the Active component.

## Equipment Retrograde Programs

As part of the downsizing effort in Europe, vehicles, equipment, and ammunition are being realigned or disposed of within U.S. Army Europe (USAREUR), as well as being returned to the continental United States (CONUS). In February 1995, USAREUR redefined a baseline of 66,661 redistributable major end-items (vehicles and trailers). Of these, nearly 15,000 remained in Europe to fill other in-theater requirements. Another 12,800 selected vehicles were redistributed in CONUS to fill shortages across the total Army. Between Fiscal Year 1993 and Fiscal Year 1995, over 12,200 vehicles were returned to CONUS. The remaining 600 vehicles are scheduled for return in Fiscal Year 1996. The balance of USAREUR's excess (equipment which is obsolete or excess to Army requirements) will be redistributed through the Foreign Military Sales program, the NATO Equipment Transfer Program, or disposed of through the Defense Reutilization and Marketing Office.

The Army Reserve has played an important role in supporting the RETROEUR program mission. The Army Reserve, in addition to normal Overseas Deployment Training rotations of Army Reserve units, provided an additional 310 soldiers for Temporary Tour of Active Duty in May 1994 and functioned in two company-size units for their entire 139-day rotation. They provided invaluable support in the identification, selection, preparation, and shipment of 7,600 vehicles to CONUS and the transfer of unserviceable equipment for repair or disposal. This initiative was so successful that the program was again implemented in Fiscal Year 1995.

The bulk of the returning vehicles in need of repair are sent to one of seven RETROEUR restoration facilities. Of these, five are operated by the Army National Guard and two by the Active component.

These facilities are located at Fort Indiantown Gap, Pennsylvania; Fort Knox, Kentucky; Piketon, Ohio; Camp Shelby, Mississippi; Fort Riley, Kansas; Santa Fe, New Mexico; and Fort Lewis, Washington. In addition, the Army Reserve has two sites that repair RETROEUR vehicles destined for Army Reserve units. The Army National Guard also operates a RETROEUR Class II and VII non-rolling stock redistribution facility at Bluegrass Station, Lexington, Kentucky, and a communication-electronic repair facility at Camp Withycombe, Clackamas, Oregon.

Army National Guard and Army Reserve personnel are receiving in-depth experience in the maintenance and repair of combat and tactical vehicles and communication and electronic equipment, as well as supply operations and maintenance management. The "real-world" experience received in performing this RETROEUR mission could not be obtained at a Service school or training center. The RETROEUR program has repaired over 4,000 vehicles.

In addition to the return and repair of selected vehicles, the RETROEUR program supports an ammunition retrograde program. The RETROEUR program returned 398,000 tons of ammunition in Fiscal Years 1992-1994 and 46,000 in Fiscal Year 1995 to CONUS.

### **Future Issues**

If the Guard and Reserve are to have greater participation in peace operations and military operations other than war (MOOTW), are they properly equipped to accomplish these missions? Should some late deploying Guard and Reserve units be equipped specifically to function in the MOOTW arena? What will the impact of a possible Presidential line item veto authority be on Congress' ability to appropriate funds specifically to equip the Guard and Reserve? These questions and others should be part of the basis for debate on the future equipping strategy for the Reserve components.

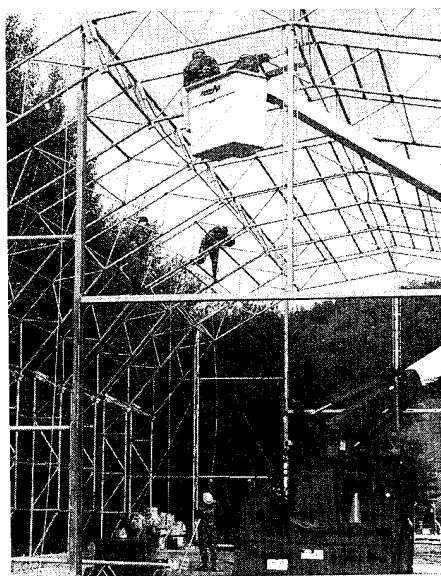
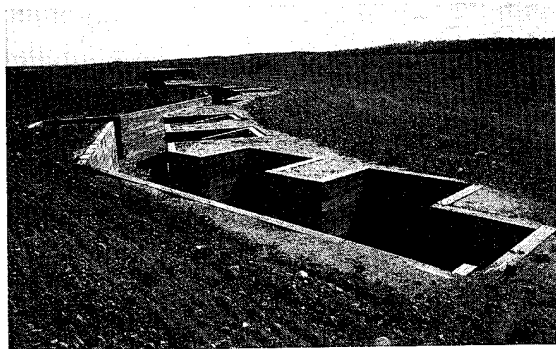


# Facilities

# 6

*"I believe the Congress has defined a level of funding for Guard and Reserve military construction. We must gain control of military construction for the Guard and Reserve, and we can only do this by the Services adequately funding the program. This will allow us to select those projects that contribute most to the overall readiness of . . . units."*

*Honorable Deborah R. Lee,  
Assistant Secretary of Defense  
for Reserve Affairs*



## Introduction

**M**embers of the Reserve components work and train in or on major training installations, Joint Reserve Bases, airfields, armories, and Reserve centers located across the nation and in U.S. possessions. The majority of the armories and Reserve centers are found in more than 4,000 communities throughout the United States. The Reserve components manage more than 32,000 buildings and structures used for storage and maintenance of equipment, administration, training, and mobilization.

Drawdowns, mission changes, and new missions directly affect Reserve component facilities requirements. Inadequate facilities can adversely impact unit readiness. Efficiencies can

be gained by the joint use of facilities. The Reserve components and Office of the Secretary of Defense encourage joint facility use through the Joint Service Reserve Component Facility Board in each state. These boards evaluate every proposed military construction project to ensure joint use is considered. The success of this emphasis is evidenced by more than 800 joint use facilities being managed by our Reserve components. Table 6-1 reflects statistical information regarding number and value of facilities and joint usage.

## Military Construction

Table 6-2 shows military construction fund requests and appropriation for Fiscal Years 1993 through 1996. Military construction funds for the Naval Reserve and Marine Corps Reserve are combined.

**Table 6-1**  
**FACILITIES**  
(Dollars in Millions)

| Component            | FY | Total Facility Locations | Number of Separate Communities | Number of Bldgs & Structures | Value of Facilities (in Millions) | Percent Considered Inadequate | Number Jointly Used |
|----------------------|----|--------------------------|--------------------------------|------------------------------|-----------------------------------|-------------------------------|---------------------|
| Army National Guard  | 94 | 3,300                    | 2,700                          | 22,336                       | 14,100                            | 47%                           | 398                 |
|                      | 95 | 3,286                    | 2,700                          | 22,529                       | 15,000                            | 55%                           | 406                 |
| Army Reserve         | 94 | 1,501                    | 899                            | 2,751                        | 3,600                             | 45%                           | 102                 |
|                      | 95 | 1,395                    | 853                            | 2,768                        | 3,600                             | 45%                           | 103                 |
| Naval Reserve        | 94 | 212                      | 191                            | 1,513                        | 2,986                             | 24%                           | 143                 |
|                      | 95 | 221                      | 200                            | 1,503                        | 3,007                             | 18%                           | 142                 |
| Marine Corps Reserve | 94 | 191                      | 178                            | 60                           | 388                               | 25%                           | 122                 |
|                      | 95 | 191                      | 178                            | 136 <sup>1</sup>             | 568                               | 25%                           | 122                 |
| Air National Guard   | 94 | 174                      | 174                            | 5,286                        | 9,400                             | 55%                           | 39                  |
|                      | 95 | 175                      | 175                            | 5,565                        | 9,800                             | 52%                           | 38                  |
| Air Force Reserve    | 94 | 61                       | 61                             | 935                          | 6,900                             | 48%                           | 60                  |
|                      | 95 | 62                       | 62                             | 956                          | 8,100 <sup>2</sup>                | 50%                           | 61                  |
| <b>Total</b>         | 94 | 5,439                    | 4,219                          | 32,883                       | 37,374                            |                               | 864                 |
| <b>Total</b>         | 95 | 5,330                    | 4,203                          | 33,457                       | 40,075                            |                               | 872                 |

**Notes:**

1. Marine Corps Reserve units share space with Active component commands and/or Department of Defense Active and Reserve component training centers.

2. Figure is an estimate pending final survey of property impacted by BRAC actions.

Source: The Reserve components.

Data as of September 30, 1995.

**Table 6-2**  
**MILITARY CONSTRUCTION FUNDING**  
(Dollars in Millions)

| Component <sup>1</sup>            | FY93<br>Dollars | # FY93<br>Projects | FY94<br>Dollars | # FY94<br>Projects | FY95<br>Dollars | # FY95<br>Projects | FY96<br>Dollars | # FY96<br>Projects |
|-----------------------------------|-----------------|--------------------|-----------------|--------------------|-----------------|--------------------|-----------------|--------------------|
| <b>Army National Guard</b>        |                 |                    |                 |                    |                 |                    |                 |                    |
| Request                           | 12              |                    | 51              |                    | 10              |                    | 18              |                    |
| Appropriation                     | 215             | 93                 | 295             | 128                | 188             | 65                 | 137             | 42                 |
| <b>Army Reserve</b>               |                 |                    |                 |                    |                 |                    |                 |                    |
| Request                           | 8               |                    | 80              |                    | 8               |                    | 43              |                    |
| Appropriation                     | 42              | 11                 | 102             | 17                 | 57              | 6                  | 73              | 14                 |
| <b>Naval/Marine Corps Reserve</b> |                 |                    |                 |                    |                 |                    |                 |                    |
| Request                           | 10              |                    | 21              |                    | 2               |                    | 8               |                    |
| Appropriation                     | 15              | 5                  | 25              | 20                 | 23              | 7                  | 19              | 4                  |
| <b>Air National Guard</b>         |                 |                    |                 |                    |                 |                    |                 |                    |
| Request                           | 132             |                    | 142             |                    | 123             |                    | 86              |                    |
| Appropriation                     | 306             | 107                | 247             | 150                | 248             | 90                 | 171             | 79                 |
| <b>Air Force Reserve</b>          |                 |                    |                 |                    |                 |                    |                 |                    |
| Request                           | 24              |                    | 56              |                    | 28              |                    | 27              |                    |
| Appropriation                     | 30              | 23                 | 75              | 29                 | 57              | 20                 | 36              | 12                 |
| <b>Total</b>                      |                 |                    |                 |                    |                 |                    |                 |                    |
| Request                           | 186             |                    | 350             |                    | 171             |                    | 182             |                    |
| Appropriation                     | 608             | 239                | 744             | 344                | 573             | 188                | 436             | 151                |

Note:

1. Not applicable to the Coast Guard Reserve.

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.

Data as of September 30, 1995.

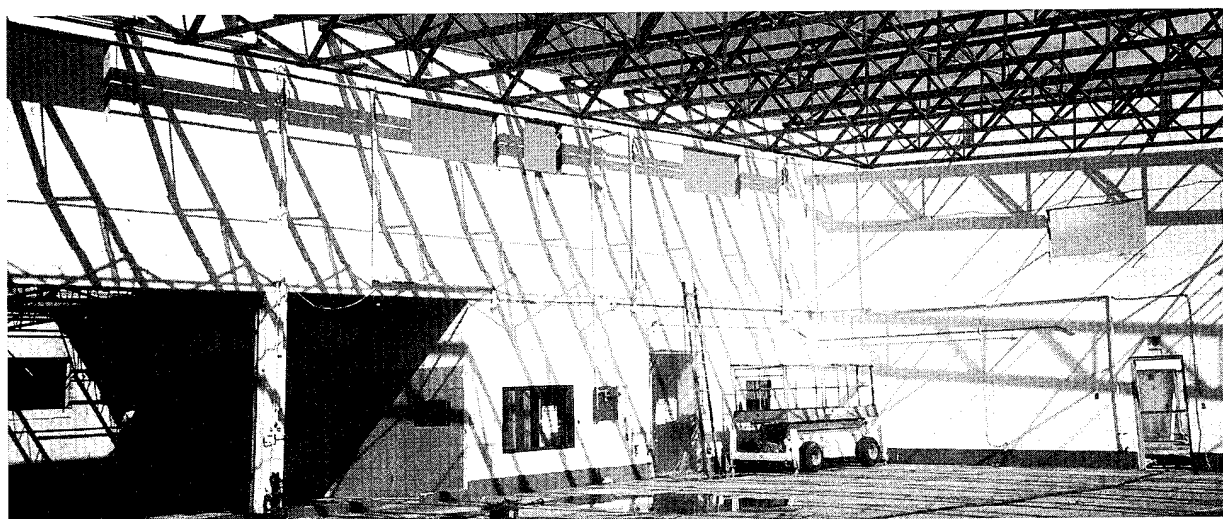
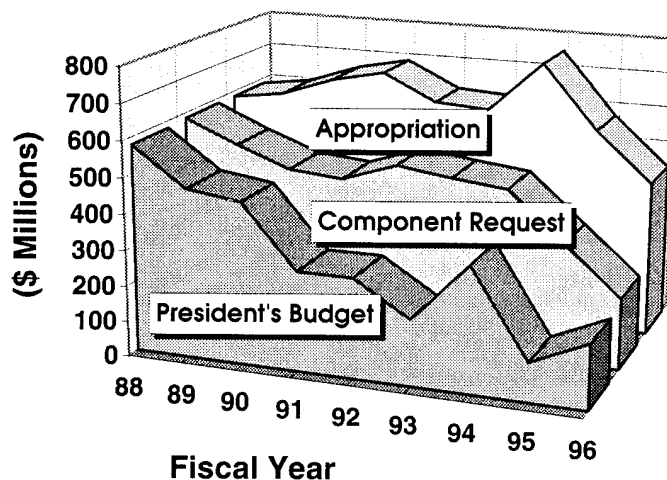




Chart 6-1 depicts the Reserve components' military construction funding trends for Fiscal Years 1988 through 1996. The appropriations substantially exceed the President's budget request each year reflecting the considerable congressional additions to the Reserve components' programs. Although the President's budget request for Fiscal Year 1996 is slightly more than Fiscal Year 1995, the significant trend since Fiscal Year 1994 has been

downward for the components' request, the President's budget request, and congressional appropriations. The future trend for the Reserve component's military construction funding is difficult to predict because of the uncertainty of defense programs in future years, the movement by some members of Congress to reduce or eliminate congressional additions, and future deficit reduction proposals.

**Chart 6-1**  
**MILITARY CONSTRUCTION FUNDING TREND**  
(Dollars in Millions)

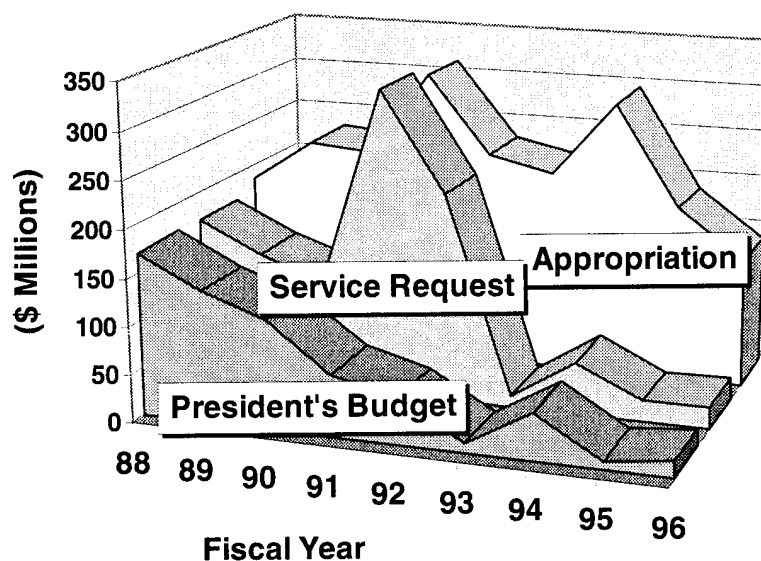


Source: Office of the Assistant Secretary of Defense for Reserve Affairs.  
Data as of September 30, 1995.

Chart 6-2 shows the Army National Guard's military construction funding profile for Fiscal Years 1988 through 1996. The President's budget request has steadily declined since Fiscal Year 1988. Congressional appropriations have

been substantially higher than the budget request and have remained relatively constant during this period; however, a downward trend has been developing since Fiscal Year 1994.

**Chart 6-2**  
**ARMY NATIONAL GUARD MILITARY CONSTRUCTION FUNDING TREND**  
 (Dollars in Millions)

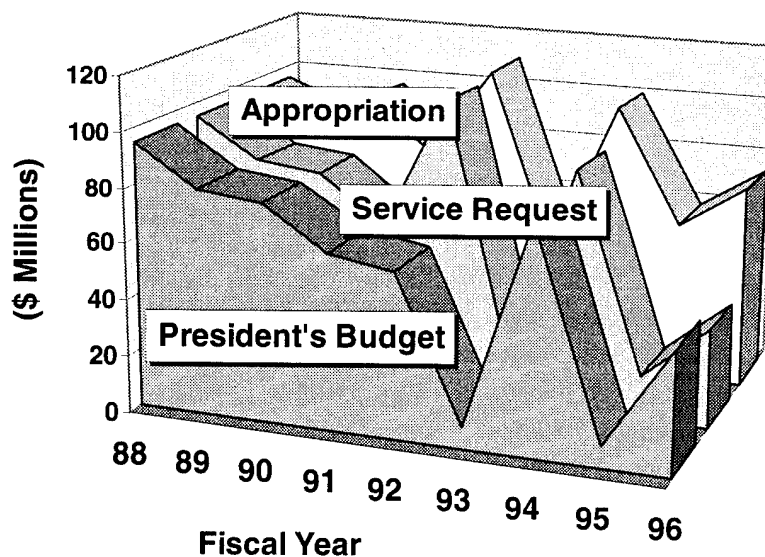


Source: Office of the Assistant Secretary of Defense for Reserve Affairs.  
 Data as of September 30, 1995.

Chart 6-3 shows the Army Reserve's military construction funding profile for Fiscal Years 1988 through 1996. The President's budget request declined slightly through Fiscal Year 1992; however, they have varied dramatically each year since then. Congressional appropriations have mirrored

the budget requests with the exception of Fiscal Year 1995 and Fiscal Year 1996 when they were substantially higher. Trends of previous years indicate that Fiscal Year 1996 may be another funding peak; however, this is an uncertain prediction given the current fiscal environment.

**Chart 6-3**  
**ARMY RESERVE MILITARY CONSTRUCTION FUNDING TREND**  
(Dollars in Millions)

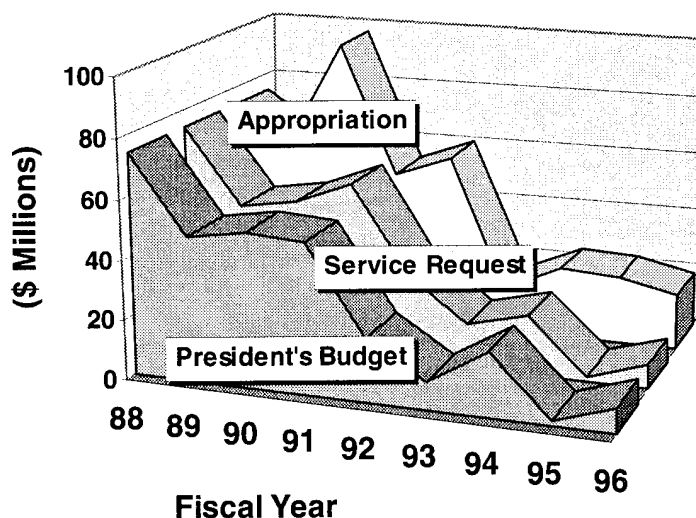


Source: Office of the Assistant Secretary of Defense for Reserve Affairs.  
Data as of September 30, 1995.

Chart 6-4 shows the Naval and Marine Corps Reserve's military construction funding profile for Fiscal Years 1988 through 1996. The President's budget request has steadily declined since Fiscal Year 1991 with the exception of a minor increase in Fiscal Year 1994. Congressional appropriations have mirrored the budget requests with the exception of Fiscal

Years 1995 and 1996 when they were considerably higher. The drop in Naval Reserve funding for military construction, starting in Fiscal Year 1993, was a conscious decision to defer the investment below the level required due to the uncertainties of force structure drawdown and base closures.

**Chart 6-4**  
**NAVAL/MARINE CORPS RESERVE MILITARY CONSTRUCTION FUNDING TREND**  
 (Dollars in Millions)

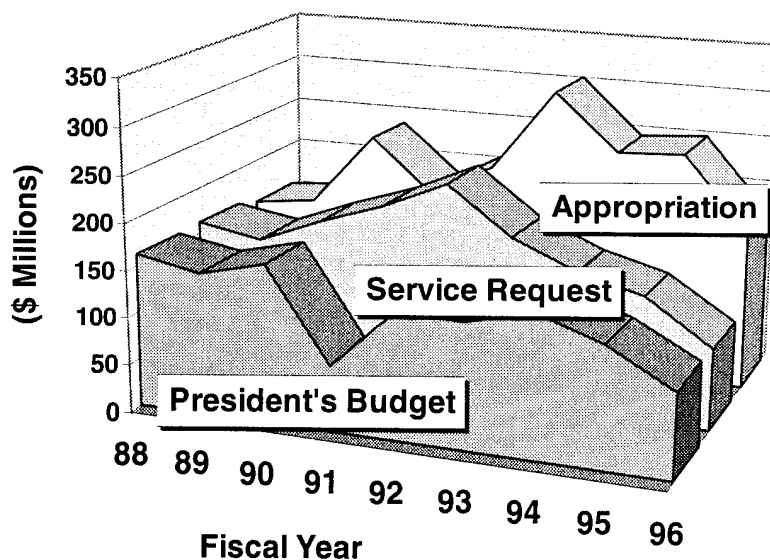


Source: Office of the Assistant Secretary of Defense for Reserve Affairs.  
 Data as of September 30, 1995.

Chart 6-5 shows the Air National Guard's military construction funding profile for Fiscal Years 1988 through 1996. The President's budget request has remained relatively constant throughout this period with the exception of a drop in Fiscal Year 1992, after which they

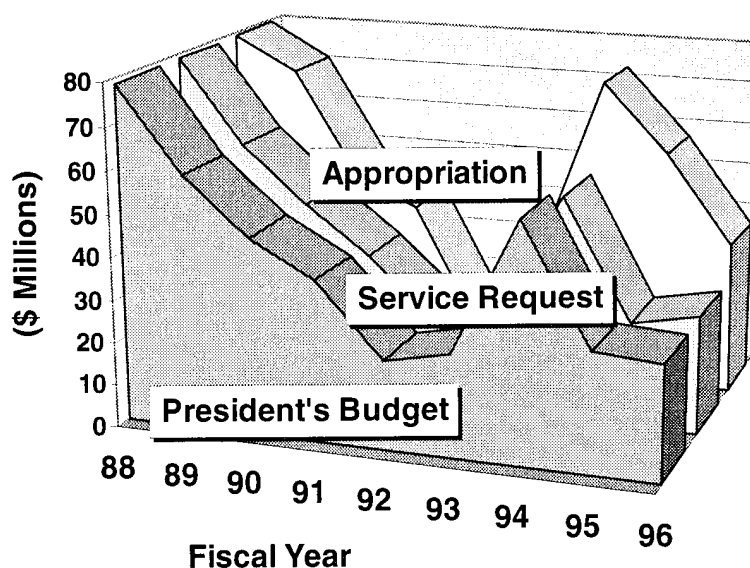
began to increase substantially. The reduction in appropriations from Fiscal Year 1995 to Fiscal Year 1996 may indicate a continued downward trend; however, this is an uncertain prediction given the current fiscal environment.

**Chart 6-5**  
**AIR NATIONAL GUARD MILITARY CONSTRUCTION FUNDING TREND**  
(Dollars in Millions)



Source: Office of the Assistant Secretary of Defense for Reserve Affairs.  
Data as of September 30, 1995.

**Chart 6-6**  
**AIR FORCE RESERVE MILITARY CONSTRUCTION FUNDING TREND**  
 (Dollars in Millions)



Source: Office of the Assistant Secretary of Defense for Reserve Affairs.  
 Data as of September 30, 1995.

Chart 6-6 shows the Air Force Reserve's military construction funding profile for Fiscal Years 1988 through 1996. The President's budget requests drastically declined through Fiscal Year 1992 at which time they became relatively constant with the exception of a dramatic increase in Fiscal Year 1994. Congressional appropriations closely mirrored the budget requests through 1993, after which they began to increase over the budget requests. The reduction in appropriations from Fiscal Year 1994 to Fiscal Year 1996 may indicate a continued downward trend; however, this is an uncertain prediction given the current fiscal environment.

### Construction Backlog

The Reserve component's backlog of military construction requirements increased from \$7.4 billion in Fiscal Year 1988 to a high of \$8.9

billion in Fiscal Year 1991. Since that time the backlog of requirements has steadily decreased to \$6.9 billion in Fiscal Year 1995. The increase in earlier fiscal years is attributable to the Army's program to reduce the number of leased facilities. This led to an increase in the Army Reserve component's construction requirements. A significant increase in the Air Force Reserve component's aircraft conversions and new missions expanded their facilities requirements. The \$2 billion reduction since Fiscal Year 1991 has resulted from the continued high level of military construction appropriations and base realignment and closure actions. The future trend in backlog reduction is dependent on the continued high level of military construction appropriations. The extent of force structure changes and new missions may add to the construction requirements.

## Facilities Investment Strategy

Many dynamics such as organizational changes, relocations, consolidations, new or modernized equipment, and new missions impact on facilities requirements. Significant force structure changes and the size, complexity, diversity, and condition of the physical plants require the Reserve components to have a comprehensive, balanced facility investment strategy. A combination of factors such as renovation, replacement, additions, and leased space is required in this strategy. The Reserve Component Facilities Strategy is a two-pronged approach which reduces space deficiencies by four percent per year and renews the existing physical plant by two percent per year. This will allow current space deficiencies to be eliminated in 25 years and plant renewal in 50 years.

Table 6-3 reflects data regarding each Reserve component's facilities investment strategy. The individual Reserve component's investment strategies vary from this overall strategy and

generally reflect their Active component's strategy.

The Army National Guard requires \$380 million per year to meet the investment strategy requirement. This would eliminate the \$3 billion construction backlog amortized over 25 years and meet the Army's goal of 1.75 percent plant replacement value annually. The Fiscal Year 1995 Military Construction National Guard appropriations of \$188 million represents 49 percent of the annual investment strategy resulting in deferred construction projects.

The Army Reserve's yearly reduction of \$76 million represents a buyout of the current \$1.9 billion backlog over a 25-year period. The yearly renewal figure of \$63 million represents a facility revitalization goal of 1.75 percent of the plant replacement value of \$3.6 billion, based on a 57-year cycle. This investment strategy is of little value if funding is not provided. This

**Table 6-3**  
**FACILITIES INVESTMENT STRATEGY**  
(Dollars in Millions)

| Component                      | FY | Military Construction Backlog | Yearly Reduction | Yearly Renewal | Yearly Investment (for subsequent FY) |
|--------------------------------|----|-------------------------------|------------------|----------------|---------------------------------------|
| Army National Guard            | 94 | 3,000                         | 120              | 260            | 380                                   |
|                                | 95 | 3,000                         | 120              | 260            | 380                                   |
| Army Reserve                   | 94 | 1,851                         | 76               | 63             | 139                                   |
|                                | 95 | 1,900                         | 76               | 63             | 139                                   |
| Naval and Marine Corps Reserve | 94 | 500                           | 20               | 43             | 63                                    |
|                                | 95 | 400                           | 16               | 99             | 115                                   |
| Air National Guard             | 94 | 1,550                         | 50               | 188            | 238                                   |
|                                | 95 | 1,100                         | 44               | 196            | 240                                   |
| Air Force Reserve              | 94 | 419                           | 17               | 132            | 155                                   |
|                                | 95 | 500                           | 20               | 162            | 182                                   |
| DoD Total                      | 94 | 7,320                         | 279              | 701            | 980                                   |
|                                | 95 | 6,900                         | 276              | 789            | 1,065                                 |

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.  
Data as of September 30, 1995.

investment strategy does not include military construction requirements for former Active component installations now under Army Reserve command and control. The yearly reduction figure for the installations is \$14 million and the yearly renewal figure is \$47 million.

The Naval Reserve and Marine Corps Reserve strategy is to invest at approximately 3 percent of their plant replacement value. Historical investment levels have been about 1.5 to 2 percent for military construction and real property maintenance combined. Military construction for both the Naval Reserve and Marine Corps Reserve has historically been funded at about .5 percent and needs to be closer to 1 percent of plant replacement value. Funding at 1 percent for military construction will gradually allow replacement of some older, more maintenance intensive facilities. It will address the most critical basic facility requirement shortages and better support mission requirements.

Air National Guard military construction funding declined during Fiscal Year 1995 as Air Force overall military construction funding generally declined. Decreased funding makes it more and more difficult to maintain/improve Air National Guard facilities and affects quality of life. The Air National Guard acquisition strategy is to fund aircraft conversions/modernizations first, fund critical environmental compliance projects next, and finally, fund projects to demolish excess buildings and provide reliable, efficient facilities for training and work accomplishment.

The Air Force Reserve's military construction investment strategy is to allocate resources for:

- Environmental compliance requirements and new missions/force structure conversions.
- Adequate training and working conditions.
- Reliable and efficient support infrastructure such as roads and utilities.

The Air Force Reserve's total military construction requirement at the start of Fiscal Year 1995 was \$441 million. Congress appropriated \$50 million for construction, with \$7 million going toward environmental work, \$15 million toward new missions, and \$28 million satisfied current mission requirements for improved working/training conditions and support infrastructure. By the end of Fiscal Year 1995, the Air Force Reserve military construction backlog had grown to \$546 million with this level of funding and the continuing identification of current mission facility/infrastructure deficiencies.

### Real Property Maintenance

Funds for repair and maintenance of existing and proposed facilities come from the operation and maintenance accounts. Real property maintenance (RPM) competes within the Military Services with other operation and maintenance elements such as environmental, operations, travel, base operations, and training. The Reserve components typically give real property maintenance a low priority. Inadequate funding below real property maintenance requirements is universal throughout DoD. Table 6-4 shows real property maintenance funding for Fiscal Year 1996 and Fiscal Year 1997.





**Table 6-4**  
**REAL PROPERTY MAINTENANCE FUNDING**  
(Dollars in Millions)

| <u>Fiscal Year</u> | <u>Army National Guard</u> | <u>Army Reserve</u> | <u>Naval Reserve</u> | <u>Marine Corps Reserve</u> | <u>Air National Guard</u> | <u>Air Force Reserve</u> | <u>TOTAL</u> |
|--------------------|----------------------------|---------------------|----------------------|-----------------------------|---------------------------|--------------------------|--------------|
| <b>1996</b>        |                            |                     |                      |                             |                           |                          |              |
| RQT                | 122                        | 95                  | 61                   | 5                           | 105                       | 72                       | 460          |
| BUD                | 50                         | 50                  | 32                   | 5                           | 86                        | 41                       | 264          |
| Percent            | 41%                        | 53%                 | 52%                  | 100%                        | 82%                       | 57%                      | 57%          |
| <b>1997</b>        |                            |                     |                      |                             |                           |                          |              |
| RQT                | 127                        | 98                  | 64                   | 5                           | 108                       | 71                       | 473          |
| POM                | 43                         | 50                  | 41                   | 5                           | 82                        | 50                       | 271          |
| Percent            | 34%                        | 51%                 | 64%                  | 100%                        | 76%                       | 70%                      | 57%          |

Key: RQT = Requirement    BUD = Budget    POM = Program Objective Memorandum  
Source: Office of the Assistant Secretary of Defense for Reserve Affairs.  
Data as of September 30, 1995.

Reduced real property maintenance funding, aging facilities, increasing plant replacement and repair cost, and unfilled military construction requirements are straining maintenance and repair capabilities and deferring performance of some critical facilities maintenance. This causes a backlog of maintenance and repair which has a negative impact on training, readiness, and quality of life.

The backlog of maintenance and repair continues to grow and will be \$1.2 billion in 1996 for the Reserve components. A factor for the backlog is that military construction funding has not kept pace with requirements. The replacement of old facilities with new facilities requires less repair and maintenance. Another factor is deferring maintenance because of the lack of real property and maintenance funds. When maintenance is deferred, the cost rises geometrically over time and leads to safety problems. It impacts work and quality of life also. The severe Reserve component RPM shortfall has been recognized by Congress. In Fiscal Year 1996, \$167 million was added to the DoD Appropriations Bill to alleviate this problem.

### **Impact of Base Closures**

Each of the Reserve components participated at the Service level in the 1995 Base Realignment and Closure (BRAC) process and made their inputs for establishing enclaves at closing installations. In the final round of closures in Fiscal Year 1995, 14 minor activities were closed and 5 actions in 1994 were redirected.

The Reserve components, primarily the Army National Guard and Army Reserve, have been significantly impacted by Active component base closures. Numerous Reserve component enclaves are to remain at these closing Active component installations. Most of these enclaves were directed by the BRAC Commission; however, some may result from Reserve component actions to acquire excess property resulting from the closures. These closure actions have left the Reserve components embroiled in some hard disputes with Community Reuse Groups on ownership buildings and parcels of land, with both the Reserve component and local community claiming the choice property.

For Fiscal Year 1995 base closures, the Department of Defense issued DoD 4165.66-M, *Base Reuse Implementation Manual*, with specific guidelines impacting the establishment of Reserve enclaves on closing installations. The Assistant Secretary of Defense for Economic Security must approve all proposed cantonment areas, unless the area has been specifically authorized by the Defense BRAC Commission. This is to be accomplished before the official notice of availability is issued. Additionally, the Assistant Secretary of Defense for Economic Security must approve all requests for transfer of excess property from DoD agencies and Military Services after the notice of availability is issued. This process is on a very restrained timeline as defined in the implementation manual.

A highly successful effort in the base closure process is the Joint Reserve Base (JRB), Fort Worth, Texas. The JRB will provide facilities for the Naval Reserve assets at Naval Air Station (NAS) Dallas, the Air Force Reserve's 301st Fighter Wing, Marine Reserve Air Group 41, and elements of the Texas Air and Army National Guard. The JRB conforms to the requirements of Title 10 U.S.C., Section 18231(2), that facilities for Reserve components be shared by two or more components while providing a true experiment in jointness and the economies and efficiencies associated with it.

The Office of the Assistant Secretary of Defense for Reserve Affairs will coordinate all requests for Reserve component cantonment areas submitted prior to the notice of availability and on all requests from Reserve components for transfer of excess property during the DoD screening process. The DoD will not approve any actions involving Reserve components without this coordination. The intent of this coordination is to review the adequacy of resources made available to the Reserve components to operate and maintain the requested property and facilities.

Questions surrounding the realignment and transfer of land and facilities between components within a Service or to another

Service continue to surface. When Active component installations are transferred to the Reserve components, the base operation and maintenance, real property maintenance, and military construction funds for known backlogs do not always come with the transfer. It is not unusual for Active components to reallocate real property maintenance and operation and maintenance funds away from bases considered vulnerable to the closure or realignment process. This evolution has a negative impact on the Reserve component that may later take control of the base or facility.

The BRAC recommendations support the Army National Guard training requirements. Where facilities were conveyed to Army National Guard by the Army, the Army will retain the land and license minimum essential training land and facilities to the Army National Guard. Major training areas conveyed will become Army National Guard training sites. The 1995 Base Realignment and Closure Commission did not recommend any current facilities owned and operated by the Army National Guard for closure.

Army Reserve enclaves will be established at 12 installations scheduled to close: Fort Buchanan, Puerto Rico; Fort Chaffee, Arkansas; Fort Indiantown Gap, Pennsylvania; Fort McClellan, Alabama; Fort Pickett, Virginia; Fort Totten, New York; Fort Missoula, Montana; Camp Pedricktown, New Jersey; Camp Kilmer, New Jersey; Fitzsimmons Army Medical Center, Colorado; Oakland Army Base, California; and, Ogden DDD, Utah. Army Reserve command and control of Fort Pickett will terminate in Fiscal Year 1998. Fort Hunter-Liggett, California, is realigned with continuation of Army Reserve command and control. Army Medical Command must relocate Army Reserve go-to-war stocks from Letterkenny Army Depot, Pennsylvania, and Seneca Army Depot, New York. Fort Dix, New Jersey, is to be realigned from an Active component to Reserve component garrison and will be placed under Army Reserve command and control. The Army Reserve centers at Rio Vista, California, and East Fort Baker, California, will be closed due to BRAC 95.

Twelve Naval Reserve facilities are being closed as the result of BRAC recommendations. The impact will be minimal due to the downsizing of the Naval Reserve force. As part of the overall decrease in end strength and in order to continue to save scarce resources while improving the efficiency and economy of operations, the Naval Reserve is currently examining which, if any, additional Surface Reserve Centers should be closed or consolidated.

Closure of several bases will require the relocation of Marine Corps Reserve units. The impact is primarily in military construction requirements to renovate or modify new locations to accept the new units. Since the Marine Corps Reserve is made up of approximately 70 percent non-prior service and 30 percent prior service personnel, recruiting and training are impacted by any unit relocation of over 50 miles. It is expected to take 3-5 years to recruit and train the necessary personnel with the correct Military Occupational Specialties to reconstitute these units with their full operational capability. Marine Corps Reserve experience and successes at the Joint Reserve Base, Fort Worth, Texas, indicate a need to seek other opportunities to share joint facilities.

Three Fiscal Year 1995 Base Realignment and Closure actions affected the Air National Guard. The first was a change to the Fiscal Year 1993 realignment action which required the Air National Guard to provide mobility/contingency training support for the 10th Infantry (Light) Division at Griffiss Air Force Base, New York. The Fiscal Year 1995 action transfers that support to Fort Drum, New York, at a total military construction requirement of \$48 million, of which \$46 million is for runways and aprons. The second action relocates a communications unit from Roslyn, New York, to Stewart Air National Guard Base, New York, and closes the Roslyn facility. The total military construction bill for this relocation is \$6 million for facilities at Stewart. The third Fiscal Year 1995 action moves a communications unit from Ontario, California, to March Air Force Reserve Base, California. The military construction cost for closing the Ontario facility and relocating to March is \$640 million.

Two Air Force Reserve stations were selected for closure by the 1995 BRAC. Excess capacity in the Air Force Reserve C-130 and F-16 aircraft base infrastructures was identified. The BRAC Commission recommended the closure of two active duty installations that will impact the Air Force Reserve. With the recommendation to close Kelly Air Force Base, Texas, the Reserve C-5 airlift wing was directed to remain in a cantonment area. The recommendation to close McClellan Air Force Base, California, will require 4th Air Force Headquarters to relocate. The downside to the closure and realignment process is the negative impact on Reserve personnel. The Air Force Reserve worked closely with the Commission to minimize the overall impact on the local communities and the associated personnel. The Commission estimates that these closure and realignment recommendations, over the next 20 years, will save the Air Force Reserve more than \$450 million.

Base Realignment and Closure actions may have an indirect effect on the Coast Guard Reserve, especially in those locations where reservists depend on the local DoD facility for commissary and exchange privileges. During Fiscal Year 1996, the Coast Guard plans to close Governors Island, New York. Reservists who perform duty at this location will be reassigned to alternate locations throughout the New York City area or offered transition benefits if they reside outside a reasonable commuting distance.

### **The Future: Joint Use**

The joint use of Reserve bases and facilities is the wave of the future. It is clearly more cost-effective for the Reserve components to share or joint-use facilities. All potential Reserve component military construction projects are reviewed by each state's Joint Service Reserve Component Facility Board to determine if joint-use is feasible or practical. Joint Reserve bases, enclaves, and installations are "springing up" around the country because of the benefits derived from joint-use.

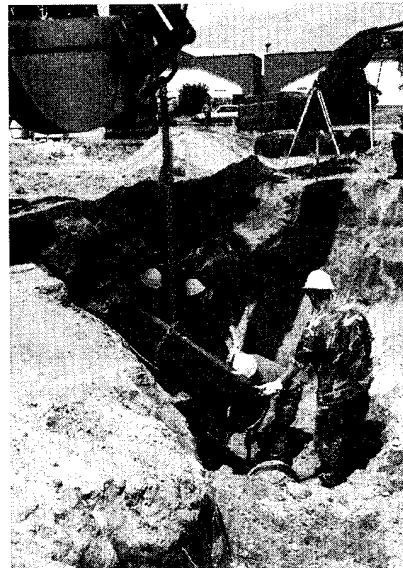


# Environmental Programs

# 7

*"... we must continue to find ways to access the civilian and military environmental expertise within the Reserve components to meet the Nation's environmental challenges, now and in the future."*

*Ms. Sherri W. Goodman,  
Deputy Under Secretary of Defense for  
Environmental Security*



## Introduction

**T**he Department of Defense (DoD) environmental programs are an essential part of the Reserve components' mission. Commanders are expected to know the laws, provide training for subordinates, and ensure that all environmental requirements are met. The public interest in the military's compliance with environmental regulations has been heightened by the base closures and realignments recommended by the Base Realignment and Closure (BRAC) Commission. Failure to comply with federal, state, or local environmental laws can result in civil and criminal penalties.

Over the last few years, the Environmental Restoration Program has received a significant amount of attention and scrutiny from both the Congress and the public. Hazardous waste at DoD installations occurred directly as the result of military activities during the Cold War. Many benefits were experienced as a result of military efforts, including the end of communism and the birth of several new democracies. Nonetheless, there was an environmental cost associated with these momentous victories, and the extent and nature are still being determined. What is known is that environmental problems on Reserve component installations range from the presence of fuels and solvents, to industrial waste, to landfills, and to unexploded ordnance.

Environmental security is not a new goal for DoD. Reserve environmentalists are at the leading edge of the DoD effort to assist federal and state agencies to meet environmental requirements at over 5,400 locations. Each Service supports this effort and has identified environmental compliance, cleanup, pollution prevention, conservation, and education as major goals. As each Reserve component has indicated in their reaction to questions concerning the impact of base realignment and closure, the adequacy of funds to meet the environmental cleanup requirements of the bases

transferred from the Active component is their most significant future funding challenge.

The Department of Defense is placing greater emphasis on pollution prevention initiatives to improve compliance with federal, state, and local environmental laws and regulations. The Military Departments are applying innovative environmental technologies to support pollution prevention and compliance programs. These new approaches are contributing to the reduction in environmental compliance costs and future environmental contamination problems. To support pollution prevention program objectives, the Services are implementing the pharmacy concept. The pharmacy approach limits the acquisition of hazardous materials, helping to eliminate or reduce the disposal of excess, unused materials. All Services are establishing major recycling programs at major installations. These recycling program initiatives have contributed to the reduction in use of virgin materials through the increase of recyclable products.

DoD is currently establishing Regional Environmental Coordinators (RECs). The Military Departments have designated lead components for specific regions which coincide with the regions of the Environmental Protection Agency (EPA). The initiative is intended to facilitate developing inter-Service and interagency environmental protection strategies, and resolve regional environmental issues. DoD is formulating policy and guidance on the function of the RECs. EPA supports the initiative which is aimed at improving regional interagency cooperation and coordination.

## Department of Defense Environmental Policy, Initiatives, and Funding

The Department of Defense environmental security strategy is directed by the Deputy Under Secretary of Defense for Environmental Security and emphasizes programs in cleanup, compliance, conservation, and pollution prevention; safety and occupational health; fire

prevention; training; and technology. These programs are applicable to both the Active and Reserve components. To ensure that Reserve component concerns are appropriately addressed, Reserve component membership and involvement are critical throughout the Defense Environmental Security Council.

The Department of Defense environmental budget includes resources in the Environmental Restoration, Defense appropriation; the Service and Defense Agencies' operation and maintenance, research, development, training and equipment, procurement, and military construction appropriations; the Base Realignment and Closure (BRAC) accounts; and the Strategic Environmental Research and Development program. Environmental Restoration Defense funds are used for remediation (cleanup or restoration) of past hazardous waste disposal activities, whereas, the Services budget is used for environmental compliance activities that result from ongoing operations, such as a permit for hazardous waste operations. The BRAC account budgets are used for environmental restoration and compliance programs for bases to be closed.

The Legacy Program is funded through the operation and maintenance appropriations.

Future challenges are:

- Creating awareness of the growing number and scope of environmental regulations.
- Identifying the resources in both funding and personnel to comply with those regulations.
- Prioritizing resources to mitigate impacts on operations and military training.
- Identifying the resources, both funding and personnel, to meet cleanup requirements and to ensure that these requirements are appropriately prioritized to address higher relative risk sites first.
- Addressing environmental training requirements of individual Reservists.

The total DoD environmental security programs and program costs for Fiscal Years 1991 through 1996 are shown in Table 7-1.

**Table 7-1**  
**DoD ENVIRONMENTAL PROGRAMS**  
(Dollars in Millions)

| <u>Program</u>       | <u>FY91</u>    | <u>FY92</u>    | <u>FY93</u> | <u>FY94</u> | <u>FY95</u> | <u>FY96</u> |
|----------------------|----------------|----------------|-------------|-------------|-------------|-------------|
| Restoration          | 1,065          | 1,129          | 1,638       | 1,965       | 1,780       | 1,622       |
| Compliance           | 1,108          | 1,930          | 2,118       | 1,921       | 2,065       | 2,209       |
| BRAC                 | 304            | 540            | 404         | 526         | 518         | 457         |
| Conservation         | 10             | 25             | 133         | 132         | 144         | 145         |
| Pollution Prevention | 0 <sup>1</sup> | 0 <sup>1</sup> | 274         | 338         | 386         | 336         |
| Technology           | 77             | 70             | 393         | 411         | 290         | 218         |
| Total                | 2,564          | 3,694          | 4,960       | 5,293       | 5,183       | 4,987       |

Note:

1. Not a separate budget item fiscal year indicated.

Source: Office of the Deputy Under Secretary of Defense for Environmental Security (Program Integration).  
Data as of September 30, 1995.

## Environmental Program Management and Funding

The Reserve components' leading environmental expenses are for compliance and cleanup. Remediation of old hazardous waste sites remains a significant challenge, particularly at sites being transferred between components or identified for closure. Though most of the sites have had initial inspections and many cleanup programs have begun, additional funds could be used to accelerate the cleanup schedule at these sites.

Army Program Management. The mission of the Army National Guard Environmental Office is to promulgate a program to support the readiness of Army National Guard units and to comply with all applicable laws, regulations, and policies. The Environmental Directorate also provides resource funding, policy guidance, and technical support toward the implementation of the Environmental Compliance Assessment System. This system provides baseline data collection and reporting throughout Army National Guard installations, while sustaining program leadership within the Army.

To implement the Army environmental goals and objectives, the Army Reserve established the Army Reserve Environmental program in the Office of the Chief, Army Reserve. Branches within the Army Reserve environmental program handle issues on a geographic or functional basis. The 4 geographic areas serve the 10 Army Reserve Regional Support Commands and 4 installations for environmental issues within the continental United States. Functional issues are assigned to specific environmental expertise within the Environmental Program office.

The Army, as well as all other federal agencies, must comply with environmental laws and regulations. Knowledge of these laws and regulations is the key if Reserve commanders are to comply in a timely manner with legal requirements. Failure to comply with the legal

requirements will adversely impact both the Army National Guard's and Army Reserve's operation and training programs and could result in court proceedings, fines, and adverse publicity.

Guard and Reserve unit commanders are responsible for handling all environmental issues facing their commands. To insure that they are informed, have the ability to comply, and are able to avoid criminal and civil penalties, the Guard and Reserve must have environmentally educated and trained personnel at all levels. These personnel must be cognizant not only of the applicable federal and state laws, regulations, and compliance requirements, but also the means to comply with them. Army environmental policy directives must be readily available and the implementation guidelines fully understood.

All environmental requirements have impacted Army National Guard and Army Reserve environmental programs. Regulatory requirements continue to rise while available funding decreases. While some of these funding shortfalls can be made up through better management practices, numerous environmental projects will not be addressed until well into the next decade. This delay has been exacerbated by several factors:

- Lack of National Cleanup Standards. States differ on the issue of how clean is clean. Some have issued regulations on certain chemicals and others have not. Some states expect a level of cleanup beyond what is fiscally responsible, and in some cases expect the military to cleanup beyond levels that were the result of military activities.
- Overlap in Regulations. *The Comprehensive Environmental, Compensation and Liability Act* was originally designed to address hazardous waste spills and the remediation of past pollution, while the *Resource Conservation and Recovery Act* was designed to address the disposal and handling of hazardous waste. Current legislation allows the *Resource Conservation and Recovery Act*

to address hazardous waste spills and the need for "corrective action" to address past pollution. This overlap has created confusion and uncertainty as agencies attempt to follow the law, but they are unsure as to which law to follow. This overlap also increases federal expenditures as federal and state agencies contend over control or jurisdiction.

While Fiscal Year 1996 shows a planned overall increase in Army National Guard environmental program funds, \$20 million is for one project. The Army National Guard will begin having difficulty competing for Defense Environmental Restoration Account funding because the Army's new relative risk method of prioritization requires scientific data, which is not available on most Army National Guard sites. The Army National Guard has not been successful in obtaining funding for preliminary assessments at the majority of its facilities because generally only those sites listed on the federal Facilities Compliance Docket are eligible under Army policy for Defense Environmental Restoration Account funding. The Army National Guard cleanup requirements will continue to grow as new sites are identified. Since the Army National Guard cannot produce preliminary assessments at sites not on the docket, it will be unable to perform site inspections until new sites are placed on the docket. As a result, actual existence or the extent of contamination often remains unknown.

Funding for Army Reserve environmental cleanup has not kept pace with all requirements. Current DoD actions for relative risk management for site evaluations have moved Army Reserve project sites to below the Defense Environmental Restoration Account funding line. This changes the funding for the Army Reserve from \$14 million in Fiscal Year 1995 to \$1.7 million in Fiscal Year 1996.

Navy Program Management. The environmental program for the Naval Reserve encompasses all shore activity aspects of the Navy's programs. The program is focused on the cleanup of existing contaminated facilities,

compliance with existing laws and regulations, and pollution prevention. Primary issues at this time are underground storage tank compliance, hazardous material minimization, procurement of pollution prevention equipment and facilities, and installation restoration. The Commander, Naval Reserve Force, has the responsibility for environmental program management. Each of the Naval Reserve regional Readiness Commands oversees the Surface Reserve Force facilities and is responsible for the environmental issues at 187 surface reserve centers. The 21 Naval Reserve air facilities report directly to the Commander, Naval Reserve Force, regarding environmental issues. Every aspect of the environmental program is driven by legal and regulatory requirements and is impacted totally by those laws and regulations. Any regulation that is created or strengthened to be more restrictive would adversely impact the Naval Reserve program and can only be remedied by improved management or additional funding.

Environmental funding for the Naval Reserve in Fiscal Year 1996 has increased significantly, with the largest increase being in the compliance program. The DoD is seeking "stable funding." Potential shortfalls may occur due to imposition of additional federal requirements on state governments without funding support, or major claimants having to support non-funded projects to avoid the issuance of notices of violations. Barring discovery of additional sites or increases in regulatory requirements, the Naval Reserve expects to reduce the number of cleanup sites on a regular basis.

Marine Corps Program Management. The Environmental Department of the Marine Forces Reserve is tasked to ensure the 191 reserve locations under the cognizance of the Marine Forces Reserve meet all of the stringent environmental regulations and comply with the directives of the Marine Corps, federal, state, and local environmental agencies. The Environmental Department is aggressively pursuing methods and systems to minimize and



recycle hazardous wastes while simultaneously looking for non-hazardous alternatives.

The Marine Corps Reserve is in 46 states, the Commonwealth of Puerto Rico, and the District of Columbia. As a result of this geographical dispersion, the reserve sites operate under differing state, county, and city environmental regulations. These regulations are often more stringent than those imposed by the federal government. Overlap of regulations and debate over jurisdiction cause delays in response to environmental issues. Delays in implementing environmental programs to address these issues cost additional time and money.

Environmental compliance requirements continue to grow faster than the Marine Corps Reserve's ability to remedy them. This is due to the time it takes to identify, develop, and initiate a project of corrective action. Currently, tenant commands are required to petition the host command with proper documentation and request funding approval. Many host commands have not included these projects in their budgets and disapprove the funding requests. Responsibility then falls to the Marine Forces Reserve to establish its own compliance project and fund it with operation and maintenance funds. The loss of operation and maintenance funds for non-budgeted environmental compliance has the potential to negatively impact training readiness in the future. The Marine Forces Reserve is aggressively pursuing pollution prevention to eliminate the need for future environmental compliance expenses.

Air Force Program Management. Responsibility for environmental program management within the Air National Guard originates from the Air Force environmental program management structure. The second level of the Air National Guard Environmental Program is located at the various Air National Guard field units throughout the country. Base level environmental management offices control the day-to-day program with the exception of

installation restoration, which is centrally managed at the Air National Guard level.

The Air National Guard Restoration Program budget for Fiscal Year 1996 is currently projected to be approximately \$46 million. Based on current DoD policy and priorities to be utilized in Fiscal Year 1996, the Air National Guard program of \$46 million is adequate; but any reduction will have a severe effect on program execution. Cleanup requirements continue to grow as more investigation is conducted. Regulatory requirements continue to be the driving factor in growing project requirements.

The Air Force Reserve provides management oversight of the environmental programs through the Installation Environmental Protection Committee. The committee is chaired by the installation commander or vice commander with representation from all major base functions and tenant organizations. The committee monitors all compliance, restoration, pollution prevention, and conservation activities for the installation to ensure compliance with all federal, state, DoD, and Air Force directives. The day-to-day execution of the environmental program is accomplished by a team of logisticians, environmental engineers, scientists, and technicians.

The Air Force Reserve recently completed revamping of the restoration program based on two keys—relative risk evaluations and restoration advisory boards. Relative risk evaluations were performed to determine a relative risk "score" of either high, medium, or low for each site's impact on the local environment. The Air Force new goal will be to have remedial actions in place at all high score sites by 2002 and all sites by 2015. With the current funding trend, the Air Force Reserve expects to have all high score sites in remediation by 2002. Thirteen Air Force Reserve installations have conducted community interest surveys in an effort to establish local

restoration advisory boards. Only two communities have shown sufficient interest.

**Coast Guard Program Management.** The Coast Guard Reserve does not have a Reserve component environmental program. The Active component is responsible for all environmental requirements at Coast Guard facilities where Coast Guard Reserve units perform training. The funding source used to benefit the Active components is the Coast Guard's environmental compliance and restoration appropriation. Historically, the restoration appropriations have not been funded at a pace to keep up with the expanding environmental cleanup requirements of Active component units.

### **Environmental Education and Training**

DoD is currently establishing an environmental security school system aimed at providing the necessary education and training for military and civilian personnel with environmental security responsibilities. Various military schools, including the Army Logistics Management College, Naval School-Civil Engineer Corps Officer, and the Air Force Institute of Technology provide environmental training. DoD has a study underway to identify the environmental training requirements for DoD civilian and military personnel, including both Active and Reserve components. The study results will support the DoD schools in development and delivery of appropriate environmental education and training, and assist the Military Departments in budgeting for training their environmental security personnel. The National Guard Bureau has represented the Office of the Assistant Secretary of Defense for Reserve Affairs on these studies identifying material required to educate U.S. property and fiscal officers and Reserve component procurement officers in carrying out their duties.

The Military Services and the Defense Logistics Agency, in cooperation with the Coast Guard, have established an Inter-Service Environmental Education Review Board. The Board's function is

to improve the effectiveness and efficiency in the development and delivery of environmental security training. Substantial cost savings have been attained due to cost avoidance and approval of joint service training. The Board has supported the application of innovative environmental training technologies and methods, such as, satellite delivery, mobile training teams, and computer-based and video-based training. The training requirements of the Reserve components are included in the mission of the Board. Major Service schools have been identified to address the training needs of the Reserve personnel with environmental responsibilities. It is critical that environmental training is embedded into Reserve Forces training programs.

The Army National Guard has environmental professionals working in the 54 states and territories. During Fiscal Year 1995, the Army National Guard continued to sponsor some of its own courses, as well as use existing courses at the Army Logistics Management College. The Army National Guard offered 20 environmental training courses in Fiscal Year 1995.

Future plans for the Army National Guard environmental training program include accessing all environmental training using the Army Training Requirements and Resources System, conducting more basic environmental training, and creating a comprehensive environmental management document. This document will prescribe an environmental training strategy that will encompass basic, intermediate, and advanced levels of training, as well as training in:

- Environmental awareness.
- Professional environmental.
- Professional development.

This strategy will show how the Army National Guard will open an environmental training department at the National Guard Professional Education Center at Camp Robinson, Arkansas.

Environmental training will be more available to a wider student base (including Mobilization-Day personnel) as the Army National Guard better defines its training strategy.

The Army Reserve environmental training program was established to disseminate the Army's environmental goals and objectives. The program first focused on defining the types and depth of training required for the drilling reservist. Based on that beginning, the program has evolved into the current three-pronged effort. The first effort is to train the field environmental managers who manage the 10 Regional Support Command's environmental programs. This training is applicable to the Reserve Installation environmental coordinators. The second effort is to identify the annual environmental training required by each military occupational specialty in the Army Reserve. This effort is resulting in the development of the Army Reserve environmental training publication that will provide specific guidance to the field in Fiscal Year 1996. The third effort is aimed at environmental awareness training. Through the use of an environmental contractor, a quarterly environmental newsletter, posters, pamphlets, and videos will be fielded. Other special requirements necessary to meet the needs of the drilling units to instill environmental awareness for all Army Reserve personnel will be identified, developed, and sent to the field. Additional environmental awareness training, such as local regulatory environmental requirements, will be given to the Regional Support Command's environmental staffs.

The Army Reserve Command has expanded its training program to cover a three-year schedule. Each subsequent year builds on the foundation from the previous year's courses. The basic, middle, and advanced year is based upon baseline requirements of the field environmental managers. These courses allow for certification in areas of specialty and complete overviews of major environmental issues. The Army Reserve has been forced to shift funds from discretionary accounts to pay for the environmental training.

This is further compounded when Reserve Personnel Appropriation funds are not available to pay the drilling reservist to attend the training because of the environmental training requirement to use the funds. This time away from the unit detracts from the mobilization mission and decreases unit readiness. A further issue is the lack of time the reservist has available to attend courses. The demands of a civilian career, family, and the unit pull the soldier in different directions at the same time. To help reduce this demand, much of the training is conducted on weekends.

Training for all aspects of the environmental program is available from Navy, Army, and Air Force schools and extension programs. The members of the Naval Reserve headquarters staff and the subordinate staffs who work in the environmental programs or related fields are provided the opportunity to attend available training. No generalized program familiarity training is provided to the personnel. The development of video training for all Navy personnel has been discussed with the Active component and is being evaluated. Funding for training is not presently a deterrent to the proper environmental education of Naval Reserve personnel.

The Marine Corps Reserve environmental personnel maintain and receive assistance and support from Marine Forces Reserve in establishing and implementing their training goals. Newly assigned environmental personnel receive initial environmental and shop training, which is administered and documented by each drilling Reserve unit. Quarterly and environmental safety standdown training is administered and documented at the unit level. The Marine Forces Reserve maintains the largest environmental reference library in the Marine Corps, and has databases from other federal agencies, which contain federal and state regulations. This reference material is maintained to support environmental efforts at 191 drill sites. In addition to environmental schools and training,

environmental personnel attend various environmental conferences to remain current.

The impact of funding on the Marine Forces Reserve environmental training program is clear. With adequate funds, trained personnel will reduce the long-range costs of environmental compliance. Without adequate funding, long-range costs will escalate. The Marine Corps Reserve realizes that education and training are essential; failure to properly educate and train environmental personnel may result in a major environmental mishap that could cost the Marine Corps substantially to remediate.

The Air National Guard environmental training program is focused on providing unit personnel with the skills and knowledge to perform their jobs in compliance with environmental laws and regulations, to participate in the problem-solving process for environmental issues, and to communicate with the public on these issues. The environmental annual training is a crucial part of the ongoing program of training for environmental managers and bio-environmental engineering technicians to gain in-depth knowledge of environmental topics. Air National Guard personnel participate in a variety of multi-Service environmental schools and programs to include Air Force Initial Training Environmental Training courses, Air Force School of Aerospace Medicine courses, Navy courses, and a variety of Air Force funded resident extension courses.

Funding is critical for the Air National Guard environmental training program to provide unit personnel with the skills and knowledge to achieve their mission and perform their jobs in compliance with federal, state, and local laws and regulations. The Air National Guard environmental training goals for Fiscal Year 1996 are to maintain the level of environmental training that allows the Guard to achieve its mission, comply with the law, and build positive working relationships with the involved communities.

The Air Force Reserve satisfies its education and training requirements through the Air Force

Institute of Technology (AFIT), contractor provided courses, Air Force sponsored courses and conferences, and limited DoD courses and conferences. The Force Development, Education, and Training Subcommittee under the Air Force Reserve Environmental Protection Committee has successfully tested a satellite communication link that will allow all Air Force Reserve installations to view available AFIT courses. Additionally, the Air Force Reserve, in conjunction with the Air Force Center for Environmental Excellence, has developed a stormwater training video to meet the *Clean Water Act* annual refresher training requirements.

The Coast Guard Reserve's port security rating is a "Reserve only" rating specializing in the skills and knowledge used in enforcing laws, regulations, and orders relative to the safety and security of vessels, waterfront facilities, navigable waterways, ports and harbors, and the natural marine environment. Reservists receive training in vessel boarding, facility inspection, and pollution incident monitoring. Additional courses are offered for officers and enlisted members assigned to Marine Safety Offices to gain experience in the port safety, pollution investigations, contingency planning, and port operation fields.

### **Environmental Successes**

Inter-Service Environmental Education Review Board efforts have improved effectiveness and efficiencies in training development and delivery. The Board promoted the application of new training technologies and methods which have contributed to significant cost avoidance and the training of greater numbers of the target population. The Board approved 17 joint Service environmental training courses, and improved the quality of training offered by the Military Services and the Defense Logistics Agency and training opportunities for the Coast Guard.

The Army National Guard in Missouri and New Mexico successfully removed their remaining underground storage tanks during Fiscal Year 1995. Forty-nine underground storage tanks, ranging from 600 to 10,000 gallons, were extracted in New Mexico. Twenty-nine underground storage tanks, ranging from 100 to 9,000 gallons, were extracted in Missouri. The effort in both states demonstrates a good example of the benefits of exercising "compensating leverage" in the use of the Guard and Reserve. Meaningful training was provided, particularly to combat support and combat service support personnel, while improving the environment. The Army National Guard received numerous awards at the state and national levels for its aggressive pollution prevention program. Some of these awards are:

- The Texas Army National Guard received the Department of the Army Installation Pollution Prevention Award for successfully implementing a pollution prevention program and significantly reducing waste generation.
- The Maryland Army National Guard received the Eagle Award for Excellence in Pollution Prevention.

The National Guard Bureau received the White House Closing the Circle Award for the best Department of the Army Command Pollution Prevention Program in Fiscal Year 1995.

The Army Reserve continues its successful implementation of the DoD recycling guidelines across the nation. The Army Communities of Excellence program has recognized recycling efforts in the selection of monetary and recognition awards. The 81st Regional Support Command, Birmingham, Alabama, developed a paper and aluminum can recycling program. Waste was collected from several reserve centers in the Birmingham area and the combined waste was sold at higher quantity prices.

The most significant Naval Reserve success stories are the near elimination of polychlorinated biphenyl, reduction of old notices of violation, avoidance of any new notices of violation, manning of the environmental staffs, and receipt of the Chief of Naval Operations' Cleanup Award by the Reserve Naval Air Station, Glenview, Illinois.

Seventy-four hazardous material lockers were delivered to Marine Corps Reserve units in Fiscal Year 1995. These lockers ensure units have containers which meet EPA specifications for the storage of hazardous materials/wastes. Five vehicle wash racks, complete with oil/water separators, were constructed in Fiscal Year 1995, and another five are currently under construction with eight scheduled for repair/upgrade to comply with standards.

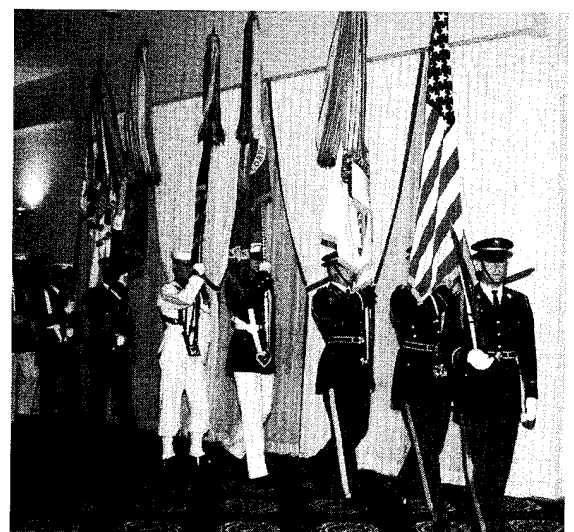
A majority of Air National Guard installations have converted from oil-and coal-fired boilers to natural gas-fired boilers and have also converted to a safer and less volatile aircraft fuel—from JP-4 to JP-8. Additionally, each Air National Guard installation has a current air emission inventory. These initiatives have contributed to Air National Guard installations being in compliance with the Title V permit program and conformity requirements of *The Clean Air Act*. Pollution prevention funds enabled units to purchase parts washers, oil filter crushers, chlorofluorocarbon and freon recyclers, high volume-low pressure paint spray guns, cardboard balers, and solvent recyclers. Additionally, the Air National Guard funded 18 closed-loop, recirculation wash racks, drastically minimizing water pollution. Another innovative highlight involved the installation of a \$120,000 rubberized bullet trap at small arms ranges, greatly reducing the procedures and costs of lead disposal. The Air National Guard completed 10 hazardous/solid waste minimization plans and established a \$1 million contract that will provide pollution prevention plans for 69 additional installations.

The Air Force Reserve conducts an aggressive compliance assessment program for each of its installations. Commander awareness programs

have produced a 63 percent reduction in open notice of violation findings. This program has significantly contributed to the low number of enforcement actions received during Fiscal Year 1995. Use of harmful chemicals identified by the EPA has been reduced by 72 percent and ozone depleting substances by over 85 percent. Each base is implementing a recycling program to reduce the volume of municipal solid waste. Hazardous waste disposal declined by 45 percent. Reductions have been attributed to chemical substitutions and recycling efforts. Reduction of shop stock is being accomplished through the implementation of hazardous material pharmacies.

### **Future Issues**

Meeting the challenge of redressing past contamination and assuring current compliance is putting a severe strain on the resources available to the Guard and Reserve. If funds appropriated to meet environmental compliance obligations do not keep pace with the increase in those obligations, operation and maintenance funds will have to be diverted from other areas for compliance needs. The expenditure of operation and maintenance funds on non-budgeted environmental requirements will negatively impact the ability of the Guard and Reserve to train and maintain unit readiness. (U)



# Board Activities



## Introduction

**T**he Board conducted numerous activities during Fiscal Year 1995 to fulfill its mission as principal policy adviser to the Secretary of Defense on matters relating to the Reserve components. These activities included quarterly board meetings; an alumni meeting; briefings; congressional hearings; committee fact-finding trips; meetings with defense policy makers and congressional leaders; visits to selected government agencies; and informational exchanges with appointed officials, military associations, and key staff members from various executive departments and agencies. In addition, the Board contributed reports and articles for defense-related publications and participated in study groups and committees within the Department of Defense and other federal agencies.

## Board Meetings

The Board met on the following dates:

- December 5-7, 1994
- March 4-6, 1995
- June 5-7, 1995
- July 26, 1995 (Special meeting)
- September 11-13, 1995

A summary of the Board accomplishments during Fiscal Year 1995 is presented below. Board recommendations are listed in italics.

### • December 1994 Meeting

During the meeting, the Board chairmanship transitioned from the Honorable John O. Marsh, Jr., to Mr. Terrence M. O'Connell. In assuming the chairmanship, Mr. O'Connell became the eighth Chairman in the Board's 43-year history.

The focus of the December meeting was on the role of the Reserve components in the joint environment. During the executive sessions, the Board met with several top-level civilian and military officials including the Secretary of Defense, the Assistant Secretary of Defense (Reserve Affairs), the Chief of Naval Operations, and the Air Force Chief of Staff.

Virtually all of the speakers noted that the Reserve components play heavily in the joint arena. Emphasis was placed on the contributory support provided by the Reserve components. Because of the percentage of time that an Active component unit supports operations and training away from home for long periods of time, many operations would not be possible without the support provided by the Reserve component.

### Reserve Components in the Joint Environment

The Board agreed that, with a few exceptions, the majority of Reserve component units deployed on joint operations are encapsulated within a larger organization from the parent



Service. Under such circumstances, experience in the joint environment is not essential. When units or individuals find themselves working closely with units or individuals from other Services, however, it becomes extremely important that each understands the limits and capabilities of the other.

The Board acknowledged that "flexibility" is a key to success in developing jointness in Reserve components. Current regulations for active component officers, such as those that receive joint certification for promotion, remove some of that flexibility. While the absence of similar regulations for Reserve components permits DoD maximum flexibility, such absence prevents Reserve component members from attending the senior schools that lead to joint certification.

The Board cautioned that as more demand is placed on Reserve component members, failure to provide for their education in joint matters may prove a false economy.

It was noted that the Joint Military Personnel Education Task Force within the Joint Staff is conducting a study of joint professional education.

*The Board is monitoring the progress of the Joint Military Personnel Evaluation Task Force's study on joint professional military education and will keep this issue open.*

#### **Volunteerism vs. the Presidential Selected Reserve Call-up (PSRC)**

The relative merits of relying on volunteers when executing contingency operations in addition to the PSRC authority was discussed at great length. Board members noted that there are varying views on this issue and insufficient facts at this time. Also relating to this issue is the importance of early access to Reserve component units and individuals to "prime the pump" in the beginning stages of a contingency.

*The Board will keep this issue open.*

#### **Board Reports**

As the Board becomes more involved in time sensitive and substantive issues, better means of conveying those ideas and recommendations to the Secretary of Defense and others become essential.

*The Board will be looking for alternative ways to fulfill the statutory, regulatory, and administrative reporting requirements.*

#### **• March 1995 Meeting**

The Board conducted its March meeting at the Seafarers Harry Lundeberg School of Seamanship at Piney Point, Maryland. The primary purpose of the meeting was to have the Board reevaluate its purpose in today's environment and to focus on its relevance in 1995 and beyond. This was only the second time in the Board's 43-year old history that such a review was accomplished.

During the course of the meeting, the entire existence of the Board was reevaluated and reassembled to better ensure its future viability as a principal policy adviser to the Secretary of Defense on matters related to the Reserve components.

The meeting was led by a professional facilitator, Mr. Gardner Shaw, who was provided by the Total Quality Leadership office of the Personnel and Security Directorate, Washington D.C. Headquarters Services.

Brigadier General William W. Spruance, ANGUS (Ret), a Board member from May 1960 to May 1963, provided considerable insight into the Board's history, role, responsibilities, and relationships during its formative years.

The Board's main items of discussion during the March meeting are summarized below:

### **Vision Statements (Proposed)**

- Vision 1:  
To be the primary independent credible voice in representing all Guard and Reserve components, as an integral part of the Total Force, in dialogue with all Services, and civilian and military leadership for the continued defense of our great nation.
- Vision 2:  
To be an acknowledged, credible voice in representing all Guard and Reserve components, as an integral part of the Total Force, in dialogue with all Services, and civilian and military leadership for the continued defense of our great nation.
- Vision 3:  
The RFPB to be the "Resource of Choice" for advice and counsel on all policy relating to Guard and Reserve as integral parts of the Total Force.
- Vision 4:  
To be the policy adviser to the Secretary of Defense on matters relating to the Guard and Reserve, providing credible, independent advice.

### **Issues Deliberated**

- "Full Integration" of U.S. Coast Guard
- Accessibility
- Accessibility: increase opportunities—have voice for operational opportunities
- Congressman Laughlin—a Bill of Rights
- Civil-Military projects and impact on Reserve components
- Combined/Joint training facilities
- Command and control for Reserve components
- Employer issues
- Equipping (Dissimilar Equipment)
- Equipping and resourcing

- Expanded use of Reserve components
- Force mix—Active component/Reserve component
- Full-time support (separation from civilian work force reduction)
- Impediments to Reserve component utilization
- Effect of intra-Service utilization of components on other Services
- Increase operational opportunities for Reserve components
- Integration of Guard and Reserve with Active ("Keep up," Joint exercises; place at table for Total Force issues, roles/missions issues, etc.)
- Jointness (Support Joint Readiness Oversight Council)
- Modify or change present roles and missions of the Reserve components
- New roles and missions for the Reserve components
- Peacetime missions
- Post-mobilization unit integrity
- Presidential Selected Reserve Call-up
- Quality of life issues
- Readiness (General)
- Readiness vs. peacetime utilization
- Sharing innovations/capabilities between components and with world (marketing)
- Standardization of management
- Use and definition of Individual Mobilization Augmentees (IMAs)
- Utilization
- Volunteerism
- Congressional Budget Office report on government Reservists.

### **Internal Process**

Internal processes discussed included Board meeting preparation, ground rules, role, communications, committee composition and focus areas, Deputy Assistant Secretaries of Defense participation, effective use of time, potential issues, reports, and testimony.

## External Process

Deliberation of the Board's external process included: dealing with Capitol Hill, relations with Department of Defense entities, and communication with the White House.

### • June 1995 Meeting

In keeping with the vigor and enthusiasm engendered by the Board's off-site meeting in March 1995, the Board met off-site once again. They met at the Air Force Association headquarters in Arlington, Virginia. Briefings were provided by the Vice Chairman, Joint Chiefs of Staff; the Director, Naval Reserve; the Assistant Secretary of Defense for Reserve Affairs; the Staff Director, Quality of Life Task Force; the Commissioner, Commission on Rules and Missions; and the sponsor of the Reserve Forces Revitalization Act.

As a follow-on to the March 1995 off-site meeting, the Board validated its draft vision and mission statements, developed a series of goals to assist in the achievement of its vision, and deliberated on a variety of separate issues vital to our nation's Reserve components.

### Vision Statement

To be the independent "Resource of Choice" focusing on DoD policies to ensure the Reserve components remain effective as an integral part of the Total Force into the 21st Century.

### Mission Statement

We are the principal and independent policy adviser to the Secretary of Defense on matters relating to the Reserve components while publishing the Annual Report to the President and Congress. Provide timely, relevant, and credible advice and reporting to ensure that Department of Defense decisions affecting the Reserve components enhance the capability of the Total Force to meet national security requirements.

## Goals

- Improve the timeliness, relevance, and credibility of RFPB recommendations.
- Promote effective communication with the SecDef, JCS, CINCs, Services, and other agencies.
- Continuously improve the process to identify, select, evaluate, and make recommendations on appropriate issues.
- Meet/Exceed our customers' requirements.

## Reserve Compensation

The first set of issues considered by the Board concerned the following Reserve compensation items generated by the 1995 Congressional Budget Office Report:

- The Possibility of Reducing Enlisted Basic Allowance for Subsistence (BAS).
- Elimination of Dual Compensation for Reservists Employed by the Federal Government.
- Elimination of Federal Support of Commissaries.
- Elimination of Reserve Retirement.
- The Restructure of Reserve Component Compensation.

Although these issues were considered on their individual merits, and they were viewed by the Board as indicative of a trend towards a reduction of benefits for the entire military community—both Active and Reserve.

*The Board recommends that the Congressional Budget Office not reduce or eliminate Guard and Reserve compensation as the nation is increasingly reliant on the Reserve components.*

### Disparity of Reservist Benefits

Considerable discussion was devoted to the disparity in benefits for Reservists who are on orders for 30 days or less vs. those on orders for 31 or more days. Reserve component members who perform high-risk operations under 31 days are just as much in harms way as personnel who serve on tours in excess of 30 days, yet they are not afforded the same benefits and entitlements.

*The Board recommends the Secretary of Defense support a Department of Defense policy of equality as follows: "Reserve component members who are physically disabled as a result of an injury, illness, or disease incurred or aggravated in the line-of-duty while serving on active duty, regardless of period of service, should receive entitlements on the same basis as members of the Active component."*

### Utilization of Reserve Components

The next area to discussion was a grouping of issues related to the utilization of Reserve components. The full-time support (FTS) issue was addressed by an ad hoc committee which specifically considered the military technician element of FTS. This issue resulted in the following recommendations. A separate memorandum was forwarded to the Secretary of Defense on the topic.

*The Board recommends that military technicians (MT) be treated as force structure, not as civilian end strength. Services should prepare for expected congressional action on the MT issue by inserting a wedge in FY 97-02 Program Objective Memorandum. Service Secretaries should have flexibility to manage their FTS programs differently.*

### Unit Integrity Upon Mobilization

The next area centered on whether the Services and the warfighting CINCs should be required to honor unit integrity upon mobilization. The National Guard and the Selected Reserve [except IMAs] train as units and, at least by

written policy, mobilize as units. However, once mobilized, the Service(s) may disband the mobilized unit and use its members as replacements or fillers. The Board determined that existing policy provided sufficient guidance.

*The Board recommends adherence to the intent of current regulations and laws.*

### Combined/Joint Training Facilities

Consideration was given as to whether the Secretary of Defense should direct the use of combined/joint training facilities for all Services and components within a particular geographical area. It was noted that the Joint State Reserve Component Facility Board reviews all proposed Reserve component construction projects annually and evaluates the joint-use potential.

*The Board recommends the continued utilization of joint Reserve facilities.*

### Meeting with the Secretary of Defense

The Board met with the Secretary of Defense during its June 7, 1995, Executive Session and Chairman O'Connell reviewed the significant elements of the Board's June meeting. The Secretary asked the Board to consider the recommendations made by the Commission on Roles and Missions (CORM) that related to the Reserve components and to report back to him.

An ad hoc committee was formed to consider the CORM Report.

### • July 1995 Special Meeting

The full-Board met on July 26 for a special meeting called by the Chairman to discuss in detail the results of the ad hoc committee's report on the CORM Report. Considerable open discussion ensued during the presentation of the issues and recommendations.

The Secretary of Defense was briefed by the Chairman and several members of the Board on July 31, 1995. Additionally, a report of the

Board's review of the CORM Report was prepared and is referenced on page 142. The Secretary of Defense was highly appreciative of the Board's work and receptive to many of the Board's recommendations.

#### • September 1995 Meeting

The Board's combined quarterly and annual alumni meeting was held at the Army National Guard Readiness Center, Arlington, Virginia. Current Board members and 23 former chairmen, military executives, and Board members heard presentations from all Service and Reserve Chiefs, or their representatives, regarding the integration of the Reserve components into the Total Force.

The Alumni Day was highlighted by a banquet at the Fort Myer Officers' Club. The dinner honored the 25th Anniversary of Total Force. The former Secretary of Defense, the Honorable Melvin Laird, author of the original Total Force concept, was the keynote speaker.

During the formal Board meeting, members heard several briefings from civilian and military members of the Department of Defense and received a final report from the Board's Ad Hoc Committee on Roles and Missions. The committee report was accepted by the Board.

The Board also heard reports from three other ad hoc committees that were formed at the previous quarterly meeting to consider issues too complex and/or time consuming for a regular meeting. These ad hoc committees focused on the issues of Equipping Strategy, Individual Mobilization Augmentees (IMA), and the Joint Requirements Oversight Council (JROC).

The Board also discussed existing challenges for the Reserve components' increased participation in military operations other than war. The Board deliberated and made recommendations on a variety of other issues.

#### Structure of the IMA Program

The first issue considered by the Board was reported out by the Individual Mobilization Augmentees (IMA) Ad Hoc Committee. The issue and discussion centered around whether or not current regulations properly structure the IMA program for the post-Cold War period. The Board will work with the Assistant Secretary of Defense for Reserve Affairs to revise DoD Directive 1235.11.

*The Board recommends the adoption of policies which eliminate impediments to the full use of IMAs to fulfill the Department's peacetime support requirements.*

#### New Equipping Strategy/Concept for Equipping the Reserve Components

The Equipping Strategy Ad Hoc Committee reported out its results. The issue concerned a new equipping strategy/concept for equipping the Reserve components which was initiated by the Assistant Secretary of Defense for Reserve Affairs. The Board will continue to monitor the working group established by the Assistant Secretary of Defense for Reserve Affairs.

*The Board supports the general thrust of the proposed process improvements in equipping the Reserve components. The Board will continue to work with the Assistant Secretary of Defense for Reserve Affairs and the Services on the proposed process.*

#### JROC Reserve Membership

The Joint Requirements Oversight Council (JROC) Ad Hoc Committee issue centered on whether the JROC should have Reserve membership to adequately support jointness issues from a Total Force perspective. At a time when more than 50 percent of the military forces are in the Guard and Reserve, the Board

agreed within the committee that Reserve participation on the JROC would be beneficial.

*The Board recommends that the Joint Staff consider Reserve component participation on the JROC.*

### **Use of Reservists in Civil-Military Cooperation Action Programs**

The Board discussed the use of Reservists in Civil-Military Cooperation Action Programs. This issue was generated by recent congressional authorization and funding decisions that impact the Reserve components' participation in Civil-Military activities. Discussion centered around the connectivity between the military and civilian communities which these programs provide.

Although the Board strongly supports the Civil-Military Cooperation Action Programs, there were two minority concerns. First, the American public should not be given the impression that these activities are the principal reason for existence of the Guard and Reserve. Secondly, combat units in this program should be carefully monitored to ensure there is no degradation of combat readiness. The unit commander should always make the final decision as to the degree of unit participation.

*The Board recommends the Secretary of Defense continue to support these Civil-Military Youth Programs. The Board also requests that the Secretary of Defense authorize the Chairman to work this issue now during the final hours of the Defense Authorization and Appropriation Conferences.*

### **Lack of Standardization of Terminology**

Considerable discussion was devoted to the lack of standardization of Reserve component terminology in relation to critical funding issues. The Board will work with the Assistant Secretary of Defense for Reserve Affairs to standardize Reserve component terms with the Services and add them to the Department of

Defense Dictionary of Military and Associated Terms (Joint Pub 1-02).

*The Board recommends that Reserve component terminology be standardized so all Services are able to communicate more effectively at the Joint level on critical funding issues.*

### **Increased Participation of the Reserve Components in Military Operations Other Than War**

Increased participation of the Reserve components in military operations other than war (MOOTW) has become a fact of life. To enhance Reserve component participation in MOOTW, the transition for the Reservist/Guardsman from civilian status to military status and back to civilian status must be rapid and simple. Among the challenges already identified include inadequate lead time, educational loans, flexibility to accomplish the mission, and Active Guard/Reserve Title 32 pay problems/status. The issue is being worked by the Services and DoD.

*The Board recommends the creation of a "tripwire" system that automatically activates to protect Reserve component members when called to active duty in support of contingency military operations other than war.*

### **Inclusion of Reserve Component General/Flag Officers in the DoD General/Flag Officer Worldwide Roster**

The Board was asked by U.S. Atlantic Command to consider pursuing the inclusion of all Reserve component General/Flag Officers in the DoD General/Flag Officer Worldwide Roster.

*The Board encouraged OSD Directorate of Information Operations and Reports (DIOR) to include Reserve component General/Flag Officers in the Worldwide Roster. The change is expected to occur in January 1996 with the publication of the new roster.*

### **Inequity in the Awarding of Medals to Reservists**

The final issue considered by the Board involved the apparent inequity in the awarding of the Soldier's Medal, Airman's Medal, and the Navy/Marine Corps Medal to Reservists. This issue was forwarded to the Board by the Army Reserve Forces Policy Committee. Currently, Reservists are precluded from receiving these medals unless they are serving on active duty at the time an act of heroism occurs. This policy is based on long-standing legal interpretation by the Services of existing law which states that "serving in any capacity in the Army" does not include the Reserves. The Board is pursuing a review and reconsideration of the legal interpretation by DoD General Counsel.

*The Board recommends the elimination of the inequity of not awarding these medals to Reservists not on active duty.*

### **Open Issues**

The Board heard presentations and requests for Board consideration on a number of other issues. These issues, which remain open, are being worked by the Board and are listed below. The Board is:

- Studying the feasibility of using Joint Mobilization Sites and working with the Office of the Assistant Secretary of Defense for Reserve Affairs for a more in-depth analysis.
- Examining the possibility of offering government rates for airfare traveling to and from inactive duty for training duty.
- Discussing how military connectivity with the American community can be enhanced.
- Examining joint billets for Reservists and tracking joint service in their personnel records.

### **Meeting with the Secretary of Defense**

The Board met with the Secretary of Defense on September 13, 1995, for the purpose of outbriefing the September Quarterly Board meeting. Chairman O'Connell reviewed five issues selected as the most significant and, in several cases, time sensitive. The Secretary engaged the Board members in a detailed discussion on three of the five issues: The Joint Requirements Oversight Council, Military Operations Other Than War, and Civil-Military Cooperation Action Programs.

### **Joint Requirements Oversight Council**

The Secretary of Defense gave a historical review of the JROC process with some very positive personal views while indicating a high degree of support on behalf of the Combatant CINCs. He concluded his comments by stating that he found the RFPB's recommendation for Reserve participation on the JROC very interesting and entirely appropriate.

### **Military Operations Other Than War**

In the discussion of MOOTW challenges identified by the Board, the Secretary of Defense indicated a great deal of interest and suggested the Board discuss a select number of these challenges with General John J. Sheehan, CINCUSACOM, when the Board meets with him in December 1995.

### **Civil-Military Cooperation Action Programs**

The Secretary of Defense gave a detailed historical account of the program going back to 1990. He indicated that DoD supported the overall program, but that he did not have a current sense of Congress as to its degree of support or nonsupport for the program. Secretary Perry agreed that the Chairman should relate the Board's position to key members of the Defense Authorization and Appropriations Committees and inform him of their degree of support.

## Meetings with Military and Civilian Leaders

- Anderson, Brigadier General Phillip R., USA  
Deputy Commander, United States Forces in Haiti
- Angelo, Colonel Michael, USA  
Office of the Assistant Secretary of Defense for Reserve Affairs (Readiness, Training, and Mobilization)
- Arzola, Brigadier General Jorge, USA  
Deputy Commander in Chief, Mobilization and Reserve Affairs, United States Southern Command
- Bell, Mr. Robert  
National Security Council
- Boorda, Admiral Jeremy M., USN  
Chief of Naval Operations
- Bingham, Brigadier General Bruce, USAR  
Commander, 358 Civil Affairs Brigade
- Brick, Mr. Sam, OSD  
Office of the General Counsel
- Chandler, Mr. Nelson  
Military Traffic Management Command
- Christmas, Lieutenant General George R., USMC  
Deputy Chief of Staff (Manpower and Reserve Affairs)
- Dorn, Honorable Edwin  
Under Secretary of Defense for Personnel and Readiness
- Delligatti, Major General Robert, USAF (Ret)  
Staff Director, Quality of Life Task Force
- Ellerson, Major General John C., USA  
Assistant Deputy Chief of Staff, Operations for Joint Affairs
- Fogleman, General Ronald R., USAF  
Air Force Chief of Staff
- Hall, Rear Admiral Thomas F., USN  
Director of Naval Reserve
- Hickox, Ms. Amy  
Director, Civil-Military Cooperation Programs, Office of the Secretary of Defense for Reserve Affairs
- Hancock, Mr. Steve  
Assistant for Total Quality, Air Force Reserve
- Kross, Lieutenant General Walter, USAF  
Director, Joint Staff
- Kohner, Mr. Dan  
Office of the Assistant Secretary of Defense for Reserve Affairs (Manpower and Personnel)
- Kasch, Ms. Cathie  
Assistant Secretary of Defense (Force Management and Policy)
- Kinzer, Major General Joseph W., USA  
Commander, United Nations Mission in Haiti
- Laughlin, Congressman Greg (D-TX)  
Sponsor, Reserve Forces Revitalization Act
- Lee, Honorable Deborah R.  
Assistant Secretary of Defense for Reserve Affairs
- Matthews, Major General John, ANGUS (Ret)  
Commissioner, Commission of Roles and Missions
- McCaffrey, General Barry R., USA  
Commander in Chief, United States Southern Command



- McCarthy, Brigadier General Dennis M., USMCR  
Commanding General, Marine Corps  
Support Center, Twenty-Nine Palms, CA
- Magruder, Major General Lawson W. III, USA  
Commanding General, United States Army  
South
- Owens, Admiral William, USN  
Vice Chairman, Joint Chiefs of Staff
- Palm, Major General Leslie M., USMC  
Commanding General, Marine Corps Air  
Ground Combat Center
- Perry, Honorable William J.  
Secretary of Defense
- Peksens, Brigadier General Rudolf F., USAF  
Director, J-2 Directorate, United States  
Southern Command
- Punaro, Mr. Arnold  
Minority Staff Director, Senate Armed  
Services Committee
- Spruance, Brigadier General William W.  
ANGUS (Ret)
- Sandler, Major General Roger., USAR (Ret)  
Executive Director, Reserve Officers  
Association
- Smith, Brigadier General John, USA  
Director, J-2 Directorate, United States  
Southern Command
- Taylor, Major General Larry S., USMCR  
Commanding General, 4th Marine Air Wing
- Van Alstyne, Brigadier General John, USA  
Vice Director, J-3 Directorate, United States  
Southern Command
- Yarbrough, Lieutenant Colonel James T.  
AL ARNG

## **Briefings Received by the Board**

- 20th Special Forces Group
- Civil-Military Cooperation
- Reserve Component Roles and Missions in Haiti
- Defense Logistics Agency
- Haiti Postal Operation
- Overview on Military Operations in Haiti
- Office of Assistant Secretary of Defense ,  
Reserve Affairs, Issues and Perspective
- Special Operations
- Joint Staff Issues and Perspective
- United States Marine Corps Manpower and  
Reserve Affairs
- Reserve Forces Policy Board History
- Reserve Forces Revitalization Act
- State of the Service–Service Chiefs
- State of the Service–Reserve Chiefs
- Operation VOLANT OAK
- Operation CORONET NIGHTHAWK

## **Visits to Training Activities**

Board members serving on the Training and Readiness Committee and members of ad hoc committees together with designated Reserve Forces Policy Board staff members visited the

following sites, activities, or commands during Fiscal Year 1995:

- 20th Special Forces Group, Alabama Army National Guard, Birmingham, Alabama.
- United States Southern Command, Panama.
- Marine Corps Air Ground Support Center, Twenty-Nine Palms, California.
- Haiti.

### **20th Special Forces Group**

Two Board staff members visited the staff of the Alabama Adjutant General and elements of the 20th Special Forces Group in February 1995. The 20th Special Forces Group was one of two National Guard Special Forces Groups activated for deployment to Haiti. The purpose of the visit was to receive the unit's command briefing, its concept of operations, and to familiarize the staff members with predeployment training and preparation.

### **United States Southern Command (USSOUTHCOM)**

Several members of the Board visited the USSOUTHCOM in Panama during April 1995. The purpose of the visit was to familiarize the Board with ongoing Reserve component peacetime missions as they relate to training, readiness, force structure, and mobilization and to observe and discuss related Reserve component events.

While in USSOUTHCOM, Board members also observed "Task Force Mule", an Army National Guard nation-building exercise in the remote areas of Panama. The visit also included briefing on Air National Guard and Air Force Reserve Operations VOLANT OAK and CORONET NIGHTHAWK. These operations exemplified the effective utilization of the Total Force through a unified command and control structure.

### **Marine Corps Air Ground Combat Center**

This visit to Twenty-Nine Palms, California, allowed members of the Board to become familiar with the Marine Corps Air Ground Combat Center and to observe first-hand the vigorous and demanding training that Marine reservists undergo. As a result of this visit, Board members gained a thorough understanding of the Marine training philosophy.

### **Haiti**

The Board conducted a field study on several Guard and Reserve units called to Active duty for service in Operation UPHOLD DEMOCRACY in Haiti. The study, which began with the alert notification of these units, tracked selected units until their release from Active duty. The study included site visits by Board members and staff to Alabama, Colorado, North Carolina, and Haiti.

During the visit to Haiti, Board members were briefed by the Commander, United Nations Mission in Haiti, and the Deputy Commander, United States Forces in Haiti. Members also observed the Reserve components conducting United Nations missions in Haiti first-hand operations to sustain a secure and stable environment conducive to the conduct of free and fair elections in Haiti.

During the course of the study, several issues emerged which may warrant changes to current policy and/or regulations for future contingencies. One issue in particular was the loss of educational benefits for soldiers enrolled in college. This is time-sensitive and merits immediate attention given the continued deployment of Reservists to Haiti and the expected Reserve component call-up for Bosnia.

Although this problem was remedied for DESERT SHIELD/STORM, a solution to cover subsequent contingencies was not established.

During the Haiti Field Study, the Board found four specific examples where educational benefits were impacted:

- Student Loan Repayment. Upon withdrawal from school, the six-month grace period for loan repayment began. Reservists were required to begin loan repayment immediately following their tour of duty even though they intended to return to school.
- Montgomery GI Bill. Reservists were required to repay a portion of their Montgomery GI Bill benefits immediately upon withdrawal from school.
- All educational benefits were terminated upon withdrawal from school. Reservists have been required to reapply for benefits rather than have benefits restored upon re-enrollment.

- Reservists who were enrolled in medical programs lost their status as a student and were required to reapply for admission to the medical program with no guarantee of acceptance.

*The Board encourages immediate consideration and rapid resolution to the education issue to avoid potential problems for Reserve component personnel involved in future contingencies. The Board recommends changes to current policy and/or regulations to protect benefits of members activated under the Presidential Selected Reserve Call-up (PSRC) authority. Legislative change may be required.*



# Cost Comparison Data

# B

**Table B-1**  
**ARMY DIRECT UNIT COSTS**  
**100% ACTIVE**  
**(C1/ALO-1)**  
**(Dollars in Millions)**

|                                    | <u>Europe</u>              |             | <u>Continental United States</u>       |             |                          |             |
|------------------------------------|----------------------------|-------------|--|-------------|--------------------------|-------------|
|                                    | <u>Mechanized Division</u> |             | <u>Mechanized Division</u>             |             | <u>Infantry Division</u> |             |
|                                    | <u>FY92</u>                | <u>FY95</u> | <u>FY92</u>                            | <u>FY95</u> | <u>FY92</u>              | <u>FY95</u> |
|                                    |                            |             | <b>Division Only</b>                   |             |                          |             |
| <b>Manning</b>                     | 16,744                     | 17,054      | 16,753                                 | 17,054      | 10,969                   | 10,591      |
| Manpower                           | 597                        | 597         | 566                                    | 560         | 371                      | 355         |
| Unit Operations                    | 136                        | 215         | 125                                    | 213         | 29                       | 69          |
| Annual Recurring                   | 733                        | 812         | 691                                    | 773         | 400                      | 424         |
| Equipment-Related                  | 104                        | 206         | 138                                    | 206         | 31                       | 54          |
| Long-Term Average Unit Cost        | 837                        | 1,018       | 829                                    | 979         | 431                      | 478         |
|                                    |                            |             | <b>Non-Divisional Combat Increment</b> |             |                          |             |
| <b>Manning</b>                     | 10,273                     | 3,927       | 9,039                                  | 3,927       | 5,820                    | 3,734       |
| Manpower                           | 366                        | 135         | 306                                    | 126         | 197                      | 115         |
| Unit Operations                    | 52                         | 47          | 59                                     | 46          | 15                       | 20          |
| Annual Recurring                   | 418                        | 182         | 365                                    | 172         | 212                      | 135         |
| Equipment-Related                  | 34                         | 44          | 57                                     | 44          | 13                       | 16          |
| Long-Term Average Unit Cost        | 452                        | 226         | 422                                    | 216         | 225                      | 151         |
|                                    |                            |             | <b>Tactical Support Increment</b>      |             |                          |             |
| <b>Manning</b>                     | 13,860                     | 2,924       | 12,195                                 | 2,924       | 7,853                    | 4,371       |
| Manpower                           | 494                        | 116         | 412                                    | 109         | 266                      | 152         |
| Unit Operations                    | 49                         | 16          | 56                                     | 16          | 17                       | 21          |
| Annual Recurring                   | 543                        | 132         | 468                                    | 125         | 283                      | 173         |
| Equipment-Related                  | 23                         | 17          | 44                                     | 17          | 10                       | 20          |
| <b>Long-Term Average Unit Cost</b> | 566                        | 149         | 512                                    | 142         | 293                      | 193         |

Source: The U.S. Army.  
Data as of September 30, 1995.

**Table B-2**  
**ARMY DIRECT UNIT COSTS**  
**100% ACTIVE**  
**(C3/ALO-3)**  
**(Dollars in Millions)**

|                                    | <u>Europe</u>              |                    | <u>Continental United States</u>       |                    |                          |                    |
|------------------------------------|----------------------------|--------------------|--|--------------------|--------------------------|--------------------|
|                                    | <b>Mechanized Division</b> |                    | <b>Mechanized Division</b>             |                    | <b>Infantry Division</b> |                    |
|                                    | <u><b>FY92</b></u>         | <u><b>FY95</b></u> | <u><b>FY92</b></u>                     | <u><b>FY95</b></u> | <u><b>FY92</b></u>       | <u><b>FY95</b></u> |
|                                    |                            |                    | <b>Division Only</b>                   |                    |                          |                    |
| <b>Manning</b>                     | 13,642                     | 14,413             | 13,402                                 | 14,413             | 8,775                    | 8,769              |
| Manpower                           | 486                        | 520                | 453                                    | 487                | 297                      | 308                |
| Unit Operations                    | <u>94</u>                  | <u>182</u>         | <u>85</u>                              | <u>180</u>         | <u>22</u>                | <u>59</u>          |
| Annual Recurring                   | 580                        | 702                | 538                                    | 667                | 319                      | 367                |
| Equipment-Related                  | <u>104</u>                 | <u>205</u>         | <u>138</u>                             | <u>205</u>         | <u>31</u>                | <u>53</u>          |
| Long-Term Average Unit Cost        | 684                        | 907                | 676                                    | 872                | 350                      | 420                |
|                                    |                            |                    | <b>Non-Divisional Combat Increment</b> |                    |                          |                    |
| <b>Manning</b>                     | 8,218                      | 3,277              | 7,231                                  | 3,277              | 4,656                    | 3,072              |
| Manpower                           | 293                        | 117                | 245                                    | 109                | 157                      | 96                 |
| Unit Operations                    | <u>35</u>                  | <u>41</u>          | <u>39</u>                              | <u>40</u>          | <u>11</u>                | <u>17</u>          |
| Annual Recurring                   | 328                        | 158                | 284                                    | 149                | 168                      | 113                |
| Equipment-Related                  | <u>34</u>                  | <u>43</u>          | <u>57</u>                              | <u>43</u>          | <u>13</u>                | <u>16</u>          |
| Long-Term Average Unit Cost        | 362                        | 201                | 341                                    | 192                | 181                      | 129                |
|                                    |                            |                    | <b>Tactical Support Increment</b>      |                    |                          |                    |
| <b>Manning</b>                     | 11,088                     | 2,261              | 9,756                                  | 2,261              | 6,282                    | 3,667              |
| Manpower                           | 395                        | 91                 | 330                                    | 85                 | 212                      | 129                |
| Unit Operations                    | <u>37</u>                  | <u>12</u>          | <u>41</u>                              | <u>12</u>          | <u>13</u>                | <u>17</u>          |
| Annual Recurring                   | 432                        | 103                | 371                                    | 97                 | 225                      | 146                |
| <b>Equipment-Related</b>           | <u>23</u>                  | <u>15</u>          | <u>44</u>                              | <u>15</u>          | <u>10</u>                | <u>19</u>          |
| <b>Long-Term Average Unit Cost</b> | 455                        | 118                | 415                                    | 112                | 235                      | 165                |

Source: The U.S. Army.  
Data as of September 30, 1995.

**Table B-3**  
**ARMY DIRECT UNIT COSTS**  
**100% ARMY NATIONAL GUARD**  
**(C3/ALO-3)**  
**(Dollars in Millions)**

|                                    | <u>Europe</u>              |             | <u>Continental United States</u>       |             |                          |             |
|------------------------------------|----------------------------|-------------|--|-------------|--------------------------|-------------|
|                                    | <b>Mechanized Division</b> |             | <b>Mechanized Division</b>             |             | <b>Infantry Division</b> |             |
|                                    | <u>FY92</u>                | <u>FY95</u> | <u>FY92</u>                            | <u>FY95</u> | <u>FY92</u>              | <u>FY95</u> |
|                                    |                            |             | <b>Division Only</b>                   |             |                          |             |
| <b>Manning</b>                     | 13,642                     | 14,413      | 13,402                                 | 14,413      | 8,775                    | 8,769       |
| Manpower                           | 114                        | 520         | 112                                    | 88          | 73                       | 53          |
| Unit Operations                    | <u>33</u>                  | <u>182</u>  | <u>31</u>                              | <u>115</u>  | <u>8</u>                 | <u>48</u>   |
| Annual Recurring                   | 147                        | 702         | 143                                    | 203         | 81                       | 101         |
| Equipment-Related                  | <u>104</u>                 | <u>205</u>  | <u>138</u>                             | <u>205</u>  | <u>31</u>                | <u>53</u>   |
| Long-Term Average Unit Cost        | 251                        | 907         | 281                                    | 408         | 112                      | 154         |
|                                    |                            |             | <b>Non-Divisional Combat Increment</b> |             |                          |             |
| <b>Manning</b>                     | 8,218                      | 3,277       | 7,231                                  | 3,277       | 4,656                    | 3,072       |
| Manpower                           | 69                         | 117         | 60                                     | 24          | 39                       | 21          |
| Unit Operations                    | <u>12</u>                  | <u>41</u>   | <u>14</u>                              | <u>27</u>   | <u>4</u>                 | <u>15</u>   |
| Annual Recurring                   | 81                         | 158         | 74                                     | 51          | 43                       | 36          |
| Equipment-Related                  | <u>34</u>                  | <u>43</u>   | <u>57</u>                              | <u>43</u>   | <u>13</u>                | <u>15</u>   |
| <b>Long-Term Average Unit Cost</b> | 115                        | 201         | 131                                    | 94          | 56                       | 51          |

Source: The Army National Guard.  
Data as of September 30, 1995.

**Table B-4**  
**ARMY DIRECT UNIT COSTS**  
**100% ARMY RESERVE**  
**(C3/ALO-3)**  
**(Dollars in Millions)**

|  | <u>Europe</u>                     |                    | <u>Continental United States</u> |                    |                              |                    |
|--|-----------------------------------|--------------------|----------------------------------|--------------------|------------------------------|--------------------|
|  | <b>Mechanized<br/>Division</b>    |                    | <b>Mechanized<br/>Division</b>   |                    | <b>Infantry<br/>Division</b> |                    |
|  | <u><b>FY92</b></u>                | <u><b>FY95</b></u> | <u><b>FY92</b></u>               | <u><b>FY95</b></u> | <u><b>FY92</b></u>           | <u><b>FY95</b></u> |
|  | <b>Tactical Support Increment</b> |                    |                                  |                    |                              |                    |
| <b>Manning</b>                         | 11,088                            | 2,261              | 9,756                            | 2,261              | 6,282                        | 3,667              |
| Manpower                               | 84                                | 91                 | 74                               | 15                 | 48                           | 22                 |
| Unit Operations                        | 10                                | 12                 | 11                               | 10                 | 4                            | 13                 |
| Annual Recurring                       | 94                                | 103                | 85                               | 25                 | 52                           | 35                 |
| <b>Equipment-Related</b>               | 23                                | 15                 | 44                               | 15                 | 10                           | 19                 |
| <b>Long-Term Average Unit<br/>Cost</b> | 117                               | 118                | 129                              | 40                 | 62                           | 54                 |

Source: The Army Reserve.  
Data as of September 30, 1995.

**Table B-5**  
**GUIDED MISSILE FRIGATE (FFG-7) DIRECT UNIT COSTS**  
**(C3/ALO-3)**  
**(Dollars in Millions)**

|                                    | <u>Active</u>                 |             | <u>Reserve</u>                |             |
|------------------------------------|-------------------------------|-------------|-------------------------------|-------------|
|                                    | <u>FY92</u>                   | <u>FY95</u> | <u>FY92</u>                   | <u>FY95</u> |
| <b>Manning</b>                     |                               |             |                               |             |
| Active Officer                     | 16                            | 16          | 7                             | 9           |
| Active Enlisted                    | 194                           | 194         | 65                            | 73          |
| TAR Officer                        |                               |             | 3                             | 5           |
| TAR Enlisted                       |                               |             | 64                            | 71          |
| SELRES Officer                     |                               |             | 6                             | 2           |
| SELRES Enlisted                    | <u>4</u>                      | <u>4</u>    | <u>69</u>                     | <u>54</u>   |
| <b>Total</b>                       | 214                           | 214         | 214                           | 214         |
| <b>Operating Tempo Cost</b>        | 2,700 hrs/yr<br>(36 days/qtr) |             | 1,350 hrs/yr<br>(18 days/qtr) |             |
| <b>Manpower</b>                    | 6.8                           | 7.2         | 5.0                           | 5.5         |
| <b>Operations</b>                  |                               |             |                               |             |
| Fuel                               | 1.1                           | 1.3         | 0.5                           | 0.5         |
| Materials                          | 3.4                           | .5          | 2.7                           | 0.4         |
| Purchased Services                 | 0.3                           | 0.4         | 0.4                           | 0.4         |
| Repair Parts                       | <u>0.6</u>                    | <u>1.2</u>  | <u>0.5</u>                    | <u>0.8</u>  |
| <b>Subtotal</b>                    | 5.4                           | 3.4         | 4.1                           | 2.1         |
| <b>Annual Recurring</b>            | 12.2                          | 10.6        | 9.1                           | 7.6         |
| <b>Equipment-Related</b>           |                               |             |                               |             |
| Overhauls/Availabilities           | 1.1                           | 3.6         | 1.1                           | 4.0         |
| Emergent Repairs                   | 2.8                           | 0.6         | 2.8                           | 0.7         |
| Intermediate Maintenance           | <u>8.5</u>                    | <u>0.7</u>  | <u>8.5</u>                    | <u>0.7</u>  |
| <b>Subtotal</b>                    | 12.4                          | 4.9         | 12.4                          | 5.4         |
| <b>Long-Term Average Unit Cost</b> | 24.6                          | 15.5        | 21.5                          | 13.0        |

Source: The U.S. Navy.  
Data as of September 30, 1995.



**Table B-6**  
**MARINE INFANTRY BATTALION DIRECT UNIT COSTS**  
(Dollars in Millions)

|                                    | <u>Active</u>       |             |                         |             | <u>Reserve</u>      |             |                         |             |
|------------------------------------|---------------------|-------------|-------------------------|-------------|---------------------|-------------|-------------------------|-------------|
|                                    | <u>Marine Corps</u> |             | <u>Navy<sup>1</sup></u> |             | <u>Marine Corps</u> |             | <u>Navy<sup>1</sup></u> |             |
|                                    | <u>FY92</u>         | <u>FY95</u> | <u>FY92</u>             | <u>FY95</u> | <u>FY92</u>         | <u>FY95</u> | <u>FY92</u>             | <u>FY95</u> |
| <b>Manning</b>                     |                     |             |                         |             |                     |             |                         |             |
| Active Officer                     | 40                  | 40          | 3                       | 3           | 6                   | 6           |                         |             |
| Active Enlisted                    | 775                 | 775         | 59                      | 59          | 34                  | 34          |                         |             |
| TAR Officer                        |                     |             |                         |             | 1                   | 1           |                         |             |
| TAR Enlisted                       |                     |             |                         |             | 14                  | 14          |                         |             |
| SELRES Officer                     |                     |             |                         |             | 40                  | 40          | 3                       | 3           |
| SELRES Enlisted                    |                     |             |                         |             | 775                 | 775         | 59                      | 59          |
| <b>Total</b>                       | <u>815</u>          | <u>815</u>  | <u>62</u>               | <u>62</u>   | <u>870</u>          | <u>870</u>  | <u>62</u>               | <u>62</u>   |
| <b>Manpower</b>                    | 24.9                | 28.6        |                         |             | 4.5                 | 5.2         |                         |             |
| <b>Unit Operations</b>             | <u>8.9</u>          | <u>10.2</u> |                         |             | <u>5.3</u>          | <u>6.1</u>  |                         |             |
| Annual Recurring                   | 33.8                | 38.8        |                         |             | 9.8                 | 11.3        |                         |             |
| <b>Equipment-Related</b>           | <u>0.6</u>          | <u>.7</u>   |                         |             | <u>0.6</u>          | <u>.7</u>   |                         |             |
| <b>Long-Term Average Unit Cost</b> | 34.4                | 39.5        |                         |             | 10.4                | 12.0        |                         |             |

Note:

1. The Navy support medical, dental, and chaplain programs.

Source: The U.S. Marine Corps.

Data as of September 30, 1995.

**Table B-7**  
**MARINE TANK BATTALION DIRECT UNIT COSTS**  
(Dollars in Millions)

|                          | <u>Active</u> |             |                   |             | <u>Reserve</u> |             |                   |             |
|--------------------------|---------------|-------------|-------------------|-------------|----------------|-------------|-------------------|-------------|
| Number of Tanks          | 70            |             |                   |             | 70             |             |                   |             |
|                          | Marine Corps  |             | Navy <sup>1</sup> |             | Marine Corps   |             | Navy <sup>1</sup> |             |
|                          | <u>FY92</u>   | <u>FY95</u> | <u>FY92</u>       | <u>FY95</u> | <u>FY92</u>    | <u>FY95</u> | <u>FY92</u>       | <u>FY95</u> |
| <b>Manning</b>           |               |             |                   |             |                |             |                   |             |
| Active Officer           | 45            | 45          | 2                 | 2           | 6              | 6           |                   |             |
| Active Enlisted          | 874           | 874         | 16                | 16          | 56             | 56          |                   |             |
| TAR Officer              |               |             |                   |             | 14             | 14          |                   |             |
| TAR Enlisted             |               |             |                   |             | 45             | 45          | 2                 | 2           |
| SELRES Officer           |               |             |                   |             | 874            | 874         | 16                | 16          |
| SELRES Enlisted          |               |             |                   |             |                |             |                   |             |
| <b>Total</b>             | <u>919</u>    | <u>919</u>  | <u>18</u>         | <u>18</u>   | <u>995</u>     | <u>995</u>  | <u>18</u>         | <u>18</u>   |
| <b>Manpower</b>          | 26.4          | 30.8        |                   |             | 5.2            | 6.1         |                   |             |
| <b>Unit Operations</b>   | <u>7.7</u>    | <u>9.0</u>  |                   |             | <u>5.7</u>     | <u>6.6</u>  |                   |             |
| Annual Recurring         | 34.1          | 39.8        |                   |             | 10.9           | 12.7        |                   |             |
| <b>Equipment-Related</b> | <u>7.2</u>    | <u>8.4</u>  |                   |             | <u>7.2</u>     | <u>8.4</u>  |                   |             |
| <b>Long-Term Average</b> |               |             |                   |             |                |             |                   |             |
| <b>Unit Cost</b>         | 41.3          | 48.2        |                   |             | 18.1           | 21.1        |                   |             |

Note:

1. The Navy support medical, dental, and chaplain programs.

Source: The U.S. Marine Corps.

Data as of September 30, 1995.

**Table B-8**  
**F-16C/D DIRECT UNIT COSTS**  
(Dollars in Millions)

|                               | <u>Active</u>      |                   | <u>Reserve</u>           |             |                           |                  |
|-------------------------------|--------------------|-------------------|--------------------------|-------------|---------------------------|------------------|
|                               | <u>FY92</u>        | <u>FY95</u>       | <u>Air Force Reserve</u> |             | <u>Air National Guard</u> |                  |
|                               |                    |                   | <u>FY92</u>              | <u>FY95</u> | <u>FY92</u>               | <u>FY95</u>      |
| <b>Aircraft per Squadron</b>  | 24                 | 18                | 24                       | 15          | 24                        | 15               |
| <b>Total Flying Hours</b>     | 8,134              | 6,426             | 4,682                    | 3,720       | 5,064                     | 3,840            |
| <b>Manning</b>                |                    |                   |                          |             |                           |                  |
| Active Officers               | 48                 | 40                |                          |             | 4                         | 4                |
| Active Enlisted               | 573                | 572               |                          |             | 30                        | 36               |
| Drill Officers                |                    |                   | 87                       | 48          | 58                        | 36               |
| Drill Enlisted                |                    |                   | 679                      | 463         | 537                       | 411              |
| Civilians                     |                    | 15                | 273                      | 198         | 162 <sup>2</sup>          | 241 <sup>2</sup> |
| <b>Total</b>                  | 621 <sup>1</sup>   | 627 <sup>1</sup>  | 1,039                    | 709         | 791                       | 728              |
| <b>Cost</b>                   |                    |                   |                          |             |                           |                  |
| (Millions - FY92/95 Dollars)  |                    |                   |                          |             |                           |                  |
| <b>Manpower</b>               |                    |                   |                          |             |                           |                  |
| Active Military               | 20.22              | 21.7              |                          |             | 1.49                      | 2.1              |
| Reserve Military              |                    |                   | 5.90                     | 4.2         | 3.38                      | 2.8              |
| Civilian                      |                    | .6                | 10.50                    | 8.8         | 6.20 <sup>3</sup>         | 11.5             |
| <b>Subtotal</b>               | 20.22              | 22.3              | 16.40                    | 13.0        | 11.07                     | 16.4             |
| <b>Unit Operations</b>        |                    |                   |                          |             |                           |                  |
| Fuel                          | 4.92               | 4.1               | 2.83                     | 2.3         | 3.06                      | 2.5              |
| Consumable Supplies           | 2.47               | 1.7               | 1.42                     | 1.1         | 1.54                      | 1.0              |
| Recoverable                   | 5.52               | 7.0               | 3.18                     | 2.7         | 3.34                      | 2.2              |
| Training (munitions)          | 0.85               | 1.1               | 0.85                     | 0.6         | 0.85                      | 0.5              |
| <b>Subtotal</b>               | 13.76              | 13.9              | 8.28                     | 6.7         | 8.79                      | 6.2              |
| <b>Annual Recurring Total</b> | 33.98              | 36.2              | 24.68                    | 19.7        | 19.86                     | 22.6             |
| <b>Equipment Related</b>      |                    |                   |                          |             |                           |                  |
| Modifications/Overhauls       | 1.55               | 0.8               | 1.55                     |             | 1.55                      | 0.8              |
| Replacement                   |                    |                   |                          |             |                           |                  |
| Support Equipment             | 1.35               | 0.7               | 1.35                     |             | 1.35                      | 0.5              |
| Primary Equipment             |                    |                   |                          |             |                           |                  |
| Aircraft                      | 22.72              | 39.2              | 22.72                    |             | 22.72                     |                  |
| Attrition Aircraft            | 5.08               | 3.5               | 2.92                     |             | 3.11                      |                  |
| <b>Subtotal</b>               | 30.70              | 44.2              | 28.54                    |             | 28.73                     | 1.3              |
| <b>Long-Term Average</b>      |                    |                   |                          |             |                           |                  |
| <b>Total Unit Cost</b>        | 64.68 <sup>1</sup> | 80.4 <sup>1</sup> | 53.22                    | 19.7        | 48.59                     | 23.9             |

Notes:

1. Flying operations squadron only.

2. ANG figures reflect military technicians.

3. Total adjusted to avoid double counting military technicians.

Sources: SAF/FMCC, NGB/XOPI, and AF/REI.

Data as of September 30, 1995.

**Table B-9**  
**KC-135R DIRECT UNIT COSTS**  
(Dollars in Millions)

|                               | <u>Active</u>           |                         | <u>Reserve</u>           |             |                           |             |
|-------------------------------|-------------------------|-------------------------|--------------------------|-------------|---------------------------|-------------|
|                               |                         |                         | <u>Air Force Reserve</u> |             | <u>Air National Guard</u> |             |
|                               | <u>FY92</u>             | <u>FY95</u>             | <u>FY92</u>              | <u>FY95</u> | <u>FY92</u>               | <u>FY95</u> |
| <b>Aircraft per Squadron</b>  | 10                      | 12                      | 10                       | 10          | 10                        | 10          |
| <b>Total Flying Hours</b>     | 2,840                   | 3,672                   | 3,801                    | 3,020       | 3,500                     | 3,126       |
| <b>Manning</b>                |                         |                         |                          |             |                           |             |
| Active Officers               | 49                      | 51                      |                          |             | 18                        | 8           |
| Active Enlisted               | 139                     | 257                     | 56                       |             | 68                        | 32          |
| Drill Officers                |                         |                         | 90                       | 82          | 65                        | 60          |
| Drill Enlisted                |                         |                         | 435                      | 421         | 424                       | 318         |
| Civilians                     |                         | 7                       | 206                      | 169         | 115                       | 202         |
| <b>Total</b>                  | <u>188</u> <sup>1</sup> | <u>315</u> <sup>1</sup> | <u>787</u>               | <u>672</u>  | <u>690</u>                | <u>620</u>  |
| <b>Cost</b>                   |                         |                         |                          |             |                           |             |
| (Millions - FY92/95 Dollars)  |                         |                         |                          |             |                           |             |
| <b>Manpower</b>               |                         |                         |                          |             |                           |             |
| Active Military               | 7.4                     | 12.3                    | 1.8                      |             | 4.1                       | 2.3         |
| Reserve Military              |                         |                         | 4.3                      | 4.5         | 3.0                       | 2.7         |
| Civilian                      |                         | 0.3                     | 7.9                      | 8.5         | 4.4                       | 10.0        |
| <b>Subtotal</b>               | <u>7.4</u>              | <u>12.6</u>             | <u>14.0</u>              | <u>13.0</u> | <u>11.5</u>               | <u>15.0</u> |
| <b>Unit Operations</b>        |                         |                         |                          |             |                           |             |
| Fuel                          | 2.5                     | 4.7                     | 4.2                      | 3.7         | 3.8                       | 4.5         |
| Consumable Supplies           | 0.7                     | 0.8                     | 1.1                      | 0.8         | 1.0                       | .9          |
| Recoverable                   | 2.9                     | 2.5                     | 2.7                      | 1.8         | 2.5                       | 1.9         |
| <b>Subtotal</b>               | <u>6.1</u>              | <u>8.0</u>              | <u>8.0</u>               | <u>6.3</u>  | <u>7.3</u>                | <u>7.3</u>  |
| <b>Annual Recurring Total</b> | 13.5                    | 20.6                    | 22.0                     | 19.3        | 18.8                      | 22.3        |
| <b>Equipment Related</b>      |                         |                         |                          |             |                           |             |
| Modifications/Overhauls       | 1.7                     | 2.4                     | 1.7                      |             | 1.7                       | .6          |
| Replacement                   |                         |                         |                          |             |                           |             |
| Support Equipment             | 0.2                     | 0.3                     | 0.2                      |             | 0.2                       | .6          |
| Primary Equipment             |                         |                         |                          |             |                           |             |
| Aircraft                      | 19.9                    | 9.0                     | 19.9                     |             | 19.9                      |             |
| Attrition Aircraft            | 1.2                     | 0.3                     | 1.6                      |             | 1.5                       |             |
| <b>Subtotal</b>               | <u>23.0</u>             | <u>12.0</u>             | <u>23.4</u>              | <u>—</u>    | <u>23.3</u>               | <u>1.2</u>  |
| <b>Long-Term Average</b>      |                         |                         |                          |             |                           |             |
| <b>Total Unit Cost</b>        | 36.5 <sup>1</sup>       | 32.6 <sup>1</sup>       | 45.4                     | 19.3        | 42.1                      | 23.5        |

Note:

1. Flying operations squadron only.

Sources: SAF/FMCC, NGB/XOPI, and AF/REI.

Data as of September 30, 1995.

**Table B-10**  
**OPERATING TEMPO**  
**(FLIGHT HOURS/STEAMING DAYS/VEHICLE MILEAGE)**

| <u>Component</u>                         | <u>FY94</u> | <u>FY95</u> | <u>FY96</u> <sup>1</sup> |
|--|-------------|-------------|--------------------------|
| <b>Army National Guard</b>               |             |             |                          |
| Tank Miles <sup>2</sup>                  | 198         | 200         | 214                      |
| Flight Hours <sup>3</sup>                | 6.6         | 8.1         | 6.5                      |
| <b>Army Reserve</b>                      |             |             |                          |
| Vehicle Miles <sup>2</sup>               | 158         | 168         | 144                      |
| Flight Hours <sup>3</sup>                | 6.3         | 7.2         | 5.7                      |
| <b>Naval Reserve</b> <sup>4</sup>        |             |             |                          |
| Flight Hours                             | 145,174     | 134,219     | 141,051                  |
| Steam Days                               | 2,253       | 1,790       | 1,700                    |
| <b>Marine Corps Reserve</b> <sup>4</sup> |             |             |                          |
| Vehicle Miles                            | 2,158,630   | 2,118,920   | 2,138,775                |
| Flight Hours                             | 53,544      | 44,480      | 45,697                   |
| <b>Air National Guard</b> <sup>4</sup>   |             |             |                          |
| Vehicle Miles                            | 43,298,158  | 61,310,568  | 79,000,000               |
| Flight Hours                             | 594,787     | 381,900     | 346,341                  |
| <b>Air Force Reserve</b> <sup>4</sup>    |             |             |                          |
| Flight Hours                             | 204,781     | 198,088     | 201,385                  |

Notes:

1. Fiscal Year 1996 figures are estimates.
2. Expressed in miles per tank/vehicle.
3. Expressed in annual flight hours per crew.
4. Expressed in component aggregate.

Source: The Reserve components.

Data as of September 30, 1995.

**Table B-11**  
**ENHANCED BRIGADES READINESS GOALS**<sup>1</sup>

| <u>Units</u>                                    | <u>Personnel</u> |             | <u>Equipment On-Hand</u> |             | <u>Equipment Readiness</u> |             | <u>Training</u> |             |
|---|------------------|-------------|--------------------------|-------------|----------------------------|-------------|-----------------|-------------|
|   | <u>FY97</u>      | <u>FY98</u> | <u>FY97</u>              | <u>FY98</u> | <u>FY97</u>                | <u>FY98</u> | <u>FY97</u>     | <u>FY98</u> |
| Enhanced Brigades<br>(27, 39, 41, 45, 155, 256) | 1                | 1           | 1                        | 1           | 1                          | 1           | 3               | 3           |
| Enhanced Brigades<br>(29, 48, 76, 81, 218)      | 2                | 1           | 1                        | 1           | 1                          | 1           | 3               | 3           |
| Enhanced Brigades<br>(30, 53, 116, 278)         | 3                | 1           | 2                        | 1           | 1                          | 1           | 3               | 3           |

Note:

1. Highest readiness goal is 1; lowest is 3.

Source: The U.S. Army.

Data as of September 30, 1995.

**Figure B-1**  
**RESERVE COMPONENT COST EFFECTIVE MISSIONS**  
**(CURRENT AND POTENTIAL)**

**Army National Guard**

Military Police support  
 Equipment maintenance and repair units  
 Engineer support  
 Military-to-Military Contact  
 Peacekeeping  
 Counterdrug missions  
 Community outreach  
 MOS and professional development schooling  
 Special Operations support  
 Language support  
 Aviation support  
 Opposing forces operations

**Army Reserve**

Maintenance repair units to CINC Theaters  
 Refugee support  
 Transportation augmentation  
 Postal support  
 Civil Affairs support  
 PSYOPS support  
 Military police support  
 Engineer support  
 Aviation personnel to augment Active component (AC)  
 Expanding combat service/ combat service support missions  
 Installation management  
 Training Army's accessions  
 Initial and MOS sustainment training  
 MOS reclassification training

**Naval Reserve**

Augment Fleet Replacement Squadrons (FRS)  
 Establish Squadron Augment Units (SAU)  
 Augment Fleet Squadrons with Selected Reserve instructor pilots  
 Augment Fleet Squadrons with Selected Reserve enlisted maintenance technicians.  
 Counter narcotics (CN) surveillance by RC E-2C squadron.  
 Increased Fleet Air Logistics support.

Operational Reserve Carrier Surge capability missions  
 Increased peacetime (contributory) support.  
 Helicopter range support for SOCAL and AIRLANT carriers qualifications.  
 Crew Repair Dept portion of ships company of 2 CAT B tenders (2,000 SELRES)  
 Air mine countermeasures  
 Surface mine countermeasures  
 Transfer 1 MCS, 4 MCMs, 11 MHCs, to the NRF  
 Active/Reserve integration of AMCM squadrons (HM-14/15)  
 Integrated Undersea Surveillance System (IUSS)  
 Increase of Reserve participation in IUSS mission  
 Adversary/Fleet Training Readiness Group  
 Increase size of existing Reserve adversary squadrons  
 Increase of contributory support to Command and Control Warfare Group  
 VAW-77 pick up the AC counterdrug mission  
 Enhance deployed air squadrons

**Marine Corps Reserve**

Community outreach  
 Public relations  
 Demand reduction  
 Counterdrug  
 Civilian-to-Military  
 Military-to-Military

**Air National Guard**

Low peacetime OPTEMPO missions  
 High wartime OPTEMPO missions  
 Space operations missions  
 Satellite operations squadrons

Space Civil Reserve Air Fleet  
 Information warfare augmentation missions  
 F-16 night vision  
 Peacetime communications  
 Engineering and Installation projects  
 CONUS aeromedical evacuation  
 Aeromedical evacuation contingency operations training course  
 Initial qualification training  
 Sustainment course for aeromedical evacuation radio operators

**Air Force Reserve**

Combat camera mission  
 Expanded KC-135 Associate program  
 Associate AWACS unit  
 KC-135 cargo ("roller") mission  
 Augment MC-130E Combat Talon I mission  
 Space Shuttle support  
 Range support mission  
 Information warfare  
 Unmanned Recce  
 United States Antarctic program  
 Satellite control units  
 Battle staff augmentation

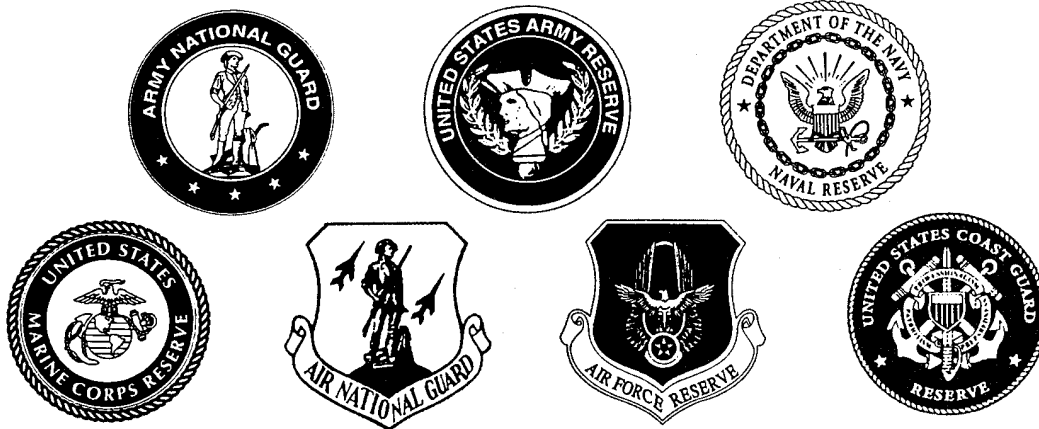
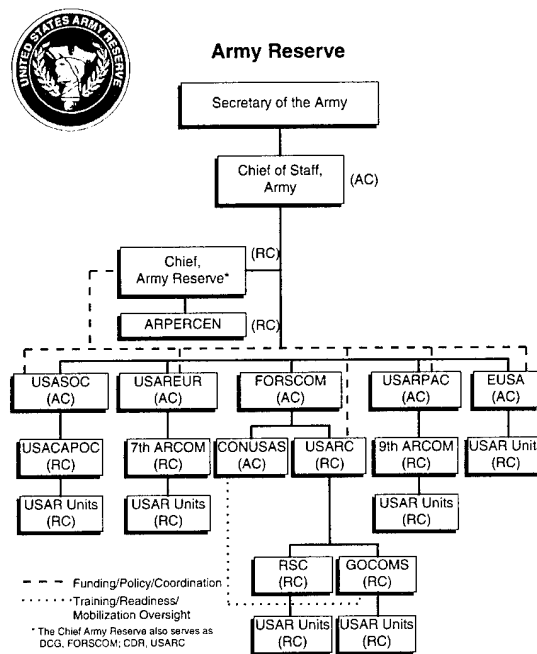
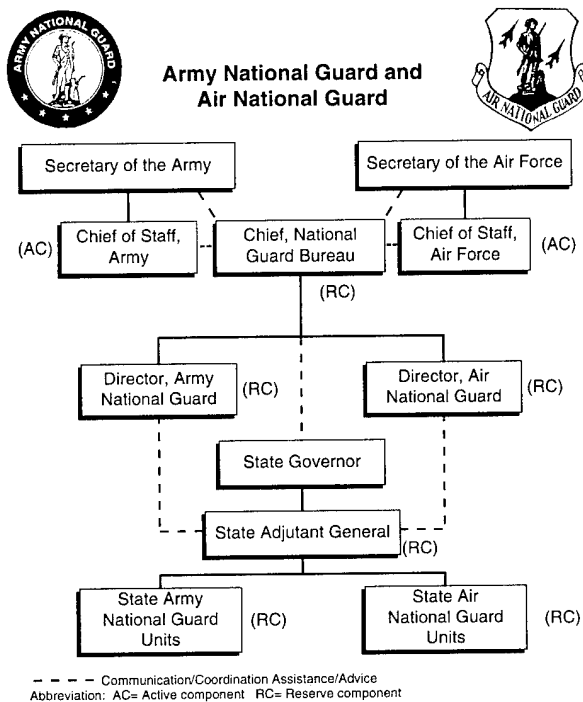
**Coast Guard Reserve**

Augment the Active component  
 Marine safety support  
 Environmental protection support  
 Law enforcement support  
 Search and rescue support  
 Harbor defense support  
 Port security mission  
 Coastal sea control of littoral areas employing Reserve component expeditionary forces  
 Expanded maritime defense zones support

Source: The Reserve components.  
 Data as of September 30, 1995.



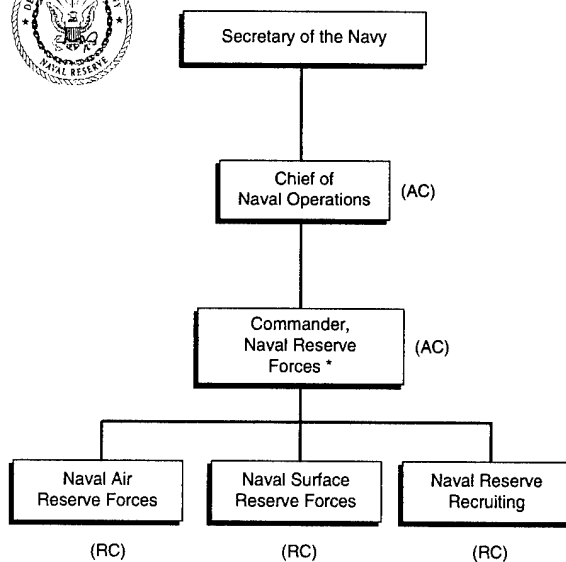
# Command and Control Diagrams







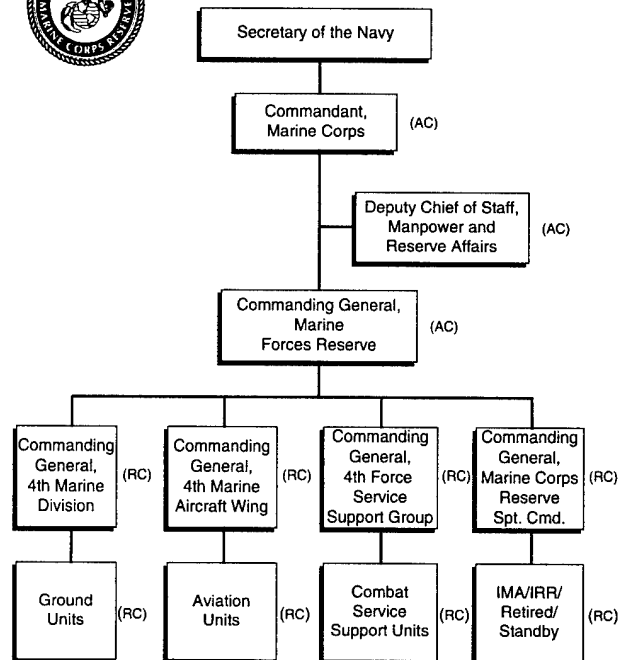
## Naval Reserve



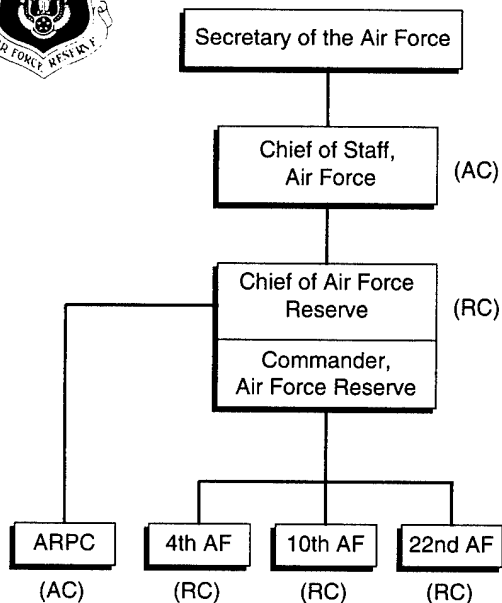
\* The Commander, Naval Reserve Forces, also serves as Director, Naval Reserve and as Chief of Naval Reserve



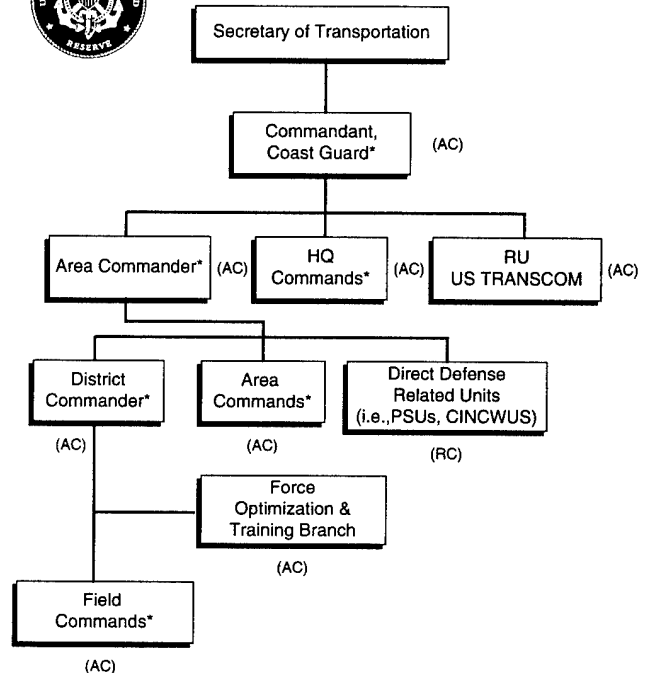
## Marine Corps Reserve



## Air Force Reserve



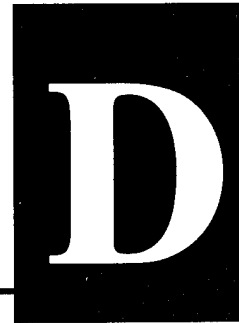
## Coast Guard Reserve



\* Reserve Augmented Commands

# *Programs and Policies Points of Contact*

---



- Employer Support  
Lieutenant Colonel Caryl Tallon  
(703) 696-3918

**National Committee for Employer Support of  
the Guard and Reserve**  
1555 Wilson Blvd. Suite 200  
Arlington, VA 22209-2405

- 
- Family Support  
Colonel Clint Tennill Jr. (703) 695-7459
  - Full-Time Support  
Colonel Richard Krimmer (703) 695-7459
  - Incapacitation Pay  
Commander Jerry Fleming (703) 614-0470
  - Individual Mobilization Augmentee Program  
Mr. Dan Kohner (703) 695-7459
  - Montgomery GI Bill  
Lieutenant Colonel Mike Coker  
(703) 695-7459
  - Reserve Component Transition Initiatives  
Colonel Terry Bradley (703) 695-7459
  - Reserve Officer Personnel Management Act  
Colonel Fred Reinero (703) 695-7459
  - Uniformed Services Employment and  
Reemployment Rights Act (USERRA)  
Colonel Fred Reinero (703) 695-7459
- 

**Deputy Assistant Secretary of Defense for  
Reserve Affairs (Manpower and Personnel)**  
1500 Defense Pentagon  
Washington, DC 20301-1500

|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Accessibility<br/>Colonel Michael Angelo (703) 695-0493</li> <li>• Mobilization and Recall<br/>Colonel Michael Angelo (703) 695-0493</li> <li>• Readiness and Title XI Initiatives<br/>Captain Hank Frazier (703) 697-4222</li> <li>• Training Support and Management<br/>Commander Lorrie Rezendes<br/>(703) 695-4125</li> </ul> | <p><b>Deputy Assistant Secretary of Defense for<br/>Reserve Affairs (Readiness, Training, and<br/>Mobilization)</b><br/>1500 Defense Pentagon<br/>Washington, DC 20301-1500</p>                     |
| <ul style="list-style-type: none"> <li>• Base Realignment and Closure—Reserve<br/>Components Considerations<br/>Colonel John Potts (703) 695-1677</li> <li>• Facilities Investment Strategy<br/>Mr. Robert Green (703) 695-1677</li> <li>• National Guard and Reserve Equipment Report<br/>Colonel Bill King (703) 695-1677</li> </ul>                                     | <p><b>Deputy Assistant Secretary of Defense for<br/>Reserve Affairs (Materiel and Facilities)</b><br/>1500 Defense Pentagon<br/>Washington, DC 20301-1500</p>                                       |
| <ul style="list-style-type: none"> <li>• RETROEUR Program<br/>Colonel Roy Brooks (703) 614-4053</li> </ul>   | <p><b>RETROEUR Task Force</b><br/>DALO-SMC<br/>500 Army Pentagon<br/>Washington, DC 20310-0500</p>  |
| <ul style="list-style-type: none"> <li>• Environmental Management, Funding, and<br/>Training<br/>Mr. Rick Lemaire (703) 604-0641</li> </ul>  | <p><b>Deputy Under Secretary of Defense for<br/>Environmental Security</b><br/>Room 206<br/>400 Army Navy Drive<br/>Arlington VA 22202-2884</p>   |
| <ul style="list-style-type: none"> <li>• Civil-Military Programs (Youth Education/Job<br/>Training, Engineering/Infrastructure, and<br/>Health Care Programs)<br/>Ms. Amy Hickox (703) 614-0636</li> </ul>   | <p><b>Director, Civil-Military Cooperation Programs</b><br/><b>Office of the Assistant Secretary of Defense for<br/>Reserve Affairs</b><br/>1500 Defense Pentagon<br/>Washington, DC 20301-1500</p> |

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- *Department of Defense Appropriations Bill, 1995*

## The White House

- *National Security Strategy of the United States*

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- *Secretary of Defense Annual Report to the President and the Congress*
- *Base Closure and Realignment Report*
- *Equipping the Reserve Forces (DoD Directive 1225.6)*
- *Reserve Forces Policy Board (DoD Directive 5120.2)*
- *Report of the Commission on Roles and Missions of the Armed Forces, 1995*
- *Report of the Reserve Forces Policy Board on the Report of the Commission on Roles and Missions of the Armed Forces, July 1995*

## Joint Chiefs of Staff

- *National Military Strategy of the United States*

## Office of the Under Secretary of Defense for Acquisition and Technology

- *1995 Base Realignment and Closures (BRAC-95)–Policy Memorandum One, May 31, 1994*
- *Report of the Defense Science Board Task Force on Quality of Life, October 1995*

## Office of the Under Secretary of Defense for Personnel and Readiness

- *DoD Manpower Requirements Report, February 1995*
- *DoD Military Manpower Training Report, June 1995*

## Office of the Assistant Secretary of Defense for Reserve Affairs

- *National Guard and Reserve Equipment Report*
- *Official Guard and Reserve Manpower Strengths and Statistics*
- *Reserve Components of the Armed Forces: Reserve Component Categories*
- *Reserve Components of the United States Armed Forces*



# TOTAL RESERVE STRENGTH

(Official Numbers)

## TOTAL RESERVE MANPOWER

|           |           |
|-----------|-----------|
| ARNG      | 381,372   |
| USAR      | 619,218   |
| USNR      | 280,063   |
| USMCR     | 103,884   |
| ANG       | 109,825   |
| USAFR     | 164,649   |
| TOTAL DOD | 1,659,011 |
| USCGR     | 15,163    |
| TOTAL     | 1,674,174 |

## READY RESERVE

|           |           |
|-----------|-----------|
| ARNG      | 381,372   |
| USAR      | 618,090   |
| USNR      | 267,356   |
| USMCR     | 103,668   |
| ANG       | 109,825   |
| USAFR     | 153,186   |
| TOTAL DOD | 1,633,497 |
| USCGR     | 14,891    |
| TOTAL     | 1,648,388 |

## STANDBY RESERVE

|           |        |
|-----------|--------|
| ARNG      | 0      |
| USAR      | 1,128  |
| USNR      | 12,707 |
| USMCR     | 216    |
| ANG       | 0      |
| USAFR     | 11,463 |
| TOTAL DOD | 25,514 |
| USCGR     | 272    |
| TOTAL     | 25,786 |

## SELECTED RESERVE

|           |         |
|-----------|---------|
| ARNG      | 374,930 |
| USAR      | 241,300 |
| USNR      | 100,597 |
| USMCR     | 40,933  |
| ANG       | 109,825 |
| USAFR     | 78,267  |
| TOTAL DOD | 945,852 |
| USCGR     | 7,340   |
| TOTAL     | 953,192 |

## IRR/ING

|           |         |
|-----------|---------|
| ARNG      | 6,442   |
| USAR      | 376,790 |
| USNR      | 166,759 |
| USMCR     | 62,735  |
| ANG       | 0       |
| USAFR     | 74,919  |
| TOTAL DOD | 687,645 |
| USCGR     | 7,551   |
| TOTAL     | 695,196 |

## TRAINED PERSONNEL (UNITS & INDIVIDUALS)

|           |         |
|-----------|---------|
| ARNG      | 351,042 |
| USAR      | 221,732 |
| USNR      | 99,565  |
| USMCR     | 35,802  |
| ANG       | 107,777 |
| USAFR     | 77,557  |
| TOTAL DOD | 893,475 |
| USCGR     | 7,269   |
| TOTAL     | 900,744 |

## TRAINING PIPELINE

|           |        |
|-----------|--------|
| ARNG      | 23,888 |
| USAR      | 19,568 |
| USNR      | 1,032  |
| USMCR     | 5,131  |
| ANG       | 2,048  |
| USAFR     | 710    |
| TOTAL DOD | 52,377 |
| USCGR     | 71     |
| TOTAL     | 52,448 |

## IRR

|           |         |
|-----------|---------|
| ARNG      | 0       |
| USAR      | 376,790 |
| USNR      | 166,759 |
| USMCR     | 62,735  |
| ANG       | 0       |
| USAFR     | 74,919  |
| TOTAL DOD | 681,203 |
| USCGR     | 7,551   |
| TOTAL     | 688,754 |

## ING

|           |       |
|-----------|-------|
| ARNG      | 6,442 |
| USAR      | 0     |
| USNR      | 0     |
| USMCR     | 0     |
| ANG       | 0     |
| USAFR     | 0     |
| TOTAL DOD | 6,442 |
| USCGR     | 0     |
| TOTAL     | 6,442 |

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.  
Data as of September 30, 1995.